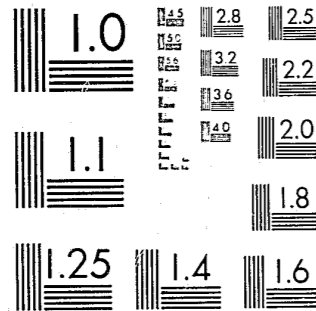


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CENTER FOR URBAN RESEARCH AND SERVICE
OLD DOMINION UNIVERSITY
NORFOLK, VIRGINIA

COMPREHENSIVE EVALUATION OF PHASE I OF THE
VIRGINIA BEACH, VIRGINIA POLICE DEPARTMENT'S
INTEGRATED CRIMINAL APPREHENSION PROGRAM

Author

WOLFGANG PINDUR, Ph.D., PRINCIPAL INVESTIGATOR

Final Report

Prepared for the
VIRGINIA BEACH POLICE DEPARTMENT
City of Virginia Beach, Virginia

Submitted by the
Old Dominion University Research Foundation
P. O. Box 6369
Norfolk, Virginia 23508

May 1980

~~CONFIDENTIAL~~

Prepared under contract LEAA 78-DF-AX-0195

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Final Report

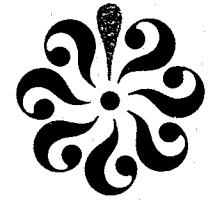
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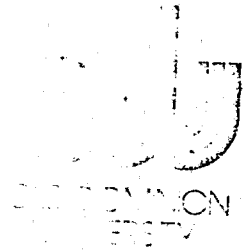
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Institute of Urban Studies and Public Administration • 440-1961 • Norfolk, VA 23503

May 8, 1980

Lt. Richard F. Lippert
ICAP Project Manager
Department of Police
City of Virginia Beach
Municipal Center
Virginia Beach, Virginia 23456

Dear Lt. Lippert:

SUBJECT: Transmittal of Final Evaluation Report.

We are herewith submitting our final evaluation report of the Phase I of the Integrated Criminal Apprehension Program (ICAP) of the Virginia Beach Police Department. This report is a collection of reports presented throughout the evaluation period (April 1979 - April 1980). The reports are based on data collected through Department and Citizen Surveys, analysis of police department records, and on-site observations. We greatly appreciate the cooperation of everyone in providing the information necessary for various studies.

The User surveys and Citizen Attitude Survey indicate that, in general, citizens are very positive towards the Virginia Beach Police Department and the police officers.

A content analysis of Offense Reports (PD-18) revealed areas in which the overall quality of reports could be improved. The results of this study indicate the officers generally submit complete and accurate information in the line-entry portion of the Report, while the contents of the narrative portion contain many problems which effect the overall quality of the Offense Reports.

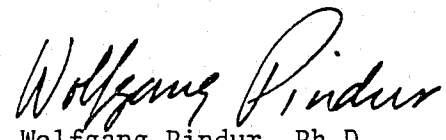
The evaluation of the Crime Analysis Unit demonstrates a need for more exchange of information and communication between the Crime Analysis Unit and the Investigation Division. Communications among the analysts should also be increased. The Crime Analysis Unit workload study shows that a majority of the analysts' time was being spent on tasks not directly related to the analysis of crime. The analysis of police officers' perception of Crime Analysis Units reveals that most officers are familiar with the CAU and type of information provided by the Unit. The performance of the Crime Analysis Unit was also rated positively by almost all police officers.

Page 2
Lt. Lippert
May 8, 1980

A comparison of job satisfaction surveys conducted at the beginning and end of Phase I displayed a positive trend in the attitudes of police officers towards the department. The overall level of job satisfaction, as well as attitudes towards supervision, openness, patrol image and recognition received for patrol duty, have improved over the past year. Areas identified in the two surveys which require attention from the department are improved communications, equipment, current shift schedules and paperwork requirements.

Thank you for giving us the opportunity to evaluate the various aspects of ICAP in the Virginia Beach Police Department.

Sincerely,



Wolfgang Pindur, Ph.D.
Principal Investigator

WP:bh

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ACKNOWLEDGEMENTS

The evaluation team would like to express its appreciation to the individuals whose cooperation made this research possible. Appreciation is particularly extended to Virginia Beach Chief of Police W. W. Davis and his staff for their willingness and cooperation in providing the information necessary for various studies. Lt. Lippert, the ICAP Project Director and Peter Bellmio, the Crime Analysis Coordinator, were always ready to give advice and to facilitate communications.

Thanks are due also to those police officers who responded to various questionnaires on which many of the evaluations were based, and to the citizens of the Virginia Beach for their willingness to be interviewed.

Wolfgang Pindur, Ph.D.
Principal Investigator
Center for Urban Research and Service
Old Dominion University

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I. INTRODUCTION

INTRODUCTION

Report Format

The final evaluation report for Phase I of ICAP in the City of Virginia Beach is, with exception of the overall summary and the February, 1980 survey of departmental personnel, a collection of reports presented throughout the evaluation period. The reports relating to crime analysis have been discussed with the ICAP staff and the crime analysts. The findings of the various reports and the recommendations were presented by the principal investigator to the command staff and the ICAP staff throughout the operation of Phase I of ICAP.

The reader of this report should keep in mind that a written report can only present the program at one point in time. Many units of the Virginia Beach Police Department initiated program changes as a result of discussions with the principal investigator.

The ICAP Model

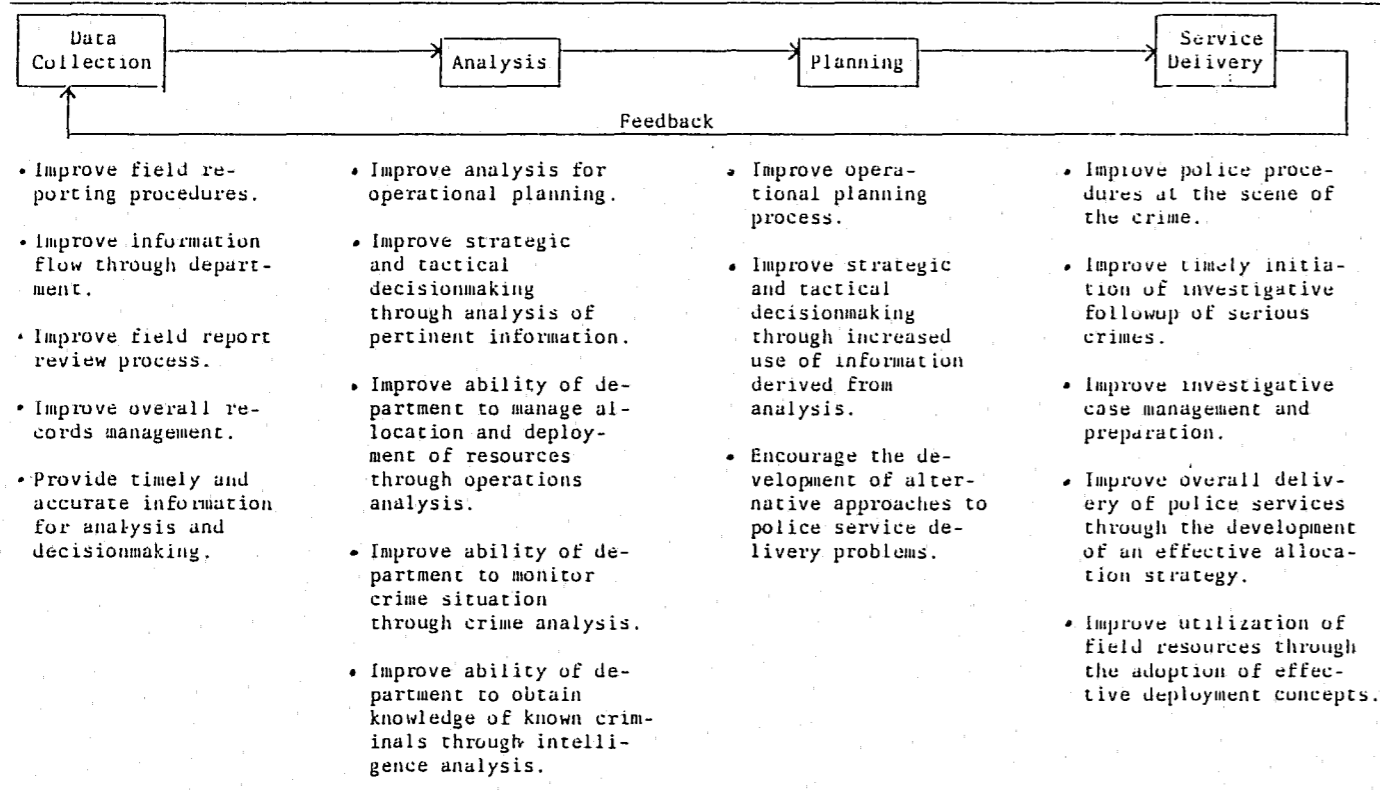
In October 1978, the Virginia Beach Police Department received a grant from the Law Enforcement Assistance Administration (LEAA) to initiate the Phase I of the Integrated Criminal Apprehension Program (ICAP). The Integrated Criminal Apprehension Program focuses on building a structural approach to the management and integration of police services. It is based upon a decision making model which links the functions of data collection, analysis, planning, and service delivery. The decision model is based on program components such as Crime Analysis Unit operations, managing patrol operations, managing investigations, and identifying,

apprehending and convicting serious habitual offenders. The implementation of an ICAP project requires the department to engage in formal planning in order to make decisions based on empirical information.

Figure 1, presented below, illustrates the complexity of the ICAP model.

Figure 1

ICAP MODEL LOGIC FLOW AND PROGRAM OBJECTIVE



ICAP in Virginia Beach

Virginia Beach Police Department implemented Phase I of the ICAP project to upgrade its patrol system, mount a more concerted attack of serious crimes and crimes committed by repeat offenders, and heighten citizen satisfaction with the Department and the services it renders.

The first phase ICAP efforts (October 1, 1978 to April 30, 1980) resulted in the following outcomes:

1. Improved patrol resource management;
2. Expansion of the patrol officer's role;
3. Implementation of a Crime Analysis Unit;
4. Initiation of a Planned Patrol Program;
5. Development of a Steering Committee to participate in program monitoring and implementation;
6. Personnel development through orientation to ICAP components and training in ICAP-related skills; and
7. Initiation of a Major Offender/Career Criminal emphasis linked to the prosecutor's Major Offender Bureau.

Evaluation Approach

The first phase of the Virginia Beach ICAP evaluation focused on delineating and clarifying the program's goals. In order to accomplish this task, meetings were held with the ICAP staff and the management of the Virginia Beach Police Department.

A formative evaluation was conducted. This type of evaluation requires that the evaluator work to provide the program planners and staff with the information they need to adjust the program to their particular needs and to their particular setting. During the developmental stages of a program, the program directors must be given the opportunity to implement the program properly, to revise the program and to determine through the method of trial and error how to best provide a direction for the program.

The formative evaluator, therefore, must become involved in the program. The evaluator must work closely with the program managers to tell them how the program looks and what progress is being made. The

evaluator helps the program manager to develop the program to be as effective as possible in meeting its goals.

The formative evaluation approach can be contrasted with a summative evaluation. The summative evaluator works with mature programs and does not get involved with the program beyond the point of making measurements. It was decided through consultation with the program staff that a summative evaluation would not be appropriate for Phase I of the Virginia Beach ICAP program.

ICAP Evaluation and Its Utilization

The Center for Urban Research and Service, Old Dominion University, conducted the on-going evaluation of the first phase of the Integrated Criminal Apprehension Program of the Virginia Beach Police Department. Since the impact of changes in the police procedure are not fully evident during the first year of the program, a substantial part of the first year evaluation activity involved the collection of baseline data. The information collected through department and citizen surveys, analysis of police department records and on-site observations were used by the Police Department to guide program management.

The ICAP evaluation began with the police officers' survey to determine the organizational climate and the job satisfaction level of the police personnel. The results of this survey served as an impetus for initiating changes necessary to implement the ICAP process. Along with providing baseline data for future use in evaluating program progress, the results pointed to the need to eliminate blockages to communication flow. As a result, the Steering Committee was expanded to include a broader range of representation so that it was capable of a more thorough,

objective review of issues relating to ICAP implementation.

Three citizen surveys were conducted which generated useful information on citizen satisfaction with the services rendered by the Virginia Beach Police Department particularly with the newly introduced Telephone Reporting system. These surveys also provided information about citizen expectations for police services. It also showed that, on lower priority calls, citizen satisfaction was not significantly reduced if those calls were not answered until thirty minutes after they were received. These findings paved the way for study of a call stacking procedure for low priority calls. The surveys also pointed a need for an organized effort to train officers to deliver crime prevention services.

At the close of the program year, a detailed follow-up survey of Police Officers' Job Satisfaction and Organizational Climate was conducted. This survey enabled the evaluators to assess the impact of departmental changes which resulted from the implementation of ICAP.

Other studies included an analysis of the data collection process by evaluating the completeness and accuracy of the information recorded in the offense reports, an evaluation of the various operations of the crime analysis unit, and a review of the Major Offender Unit.

Methods of Data Collection

The data were collected by a variety of means including:

1. Analysis of police department records such as offense reports, supplemental reports and crime analysis bulletins;
2. Surveys of Virginia Beach residents, surveys of citizens who requested service by police officers, and surveys of police personnel;
3. On-site observations of the Crime Analysis Units;

4. Individual meetings with police personnel at all levels of the organization; and

5. Review of steering committee minutes and recommendations, consultant reports and internal documents.

Limitations of the Evaluation

Evaluation research, like all other types of research, contains certain inherent limitations which must be recognized by individuals using the data obtained.

1. Not all data are available in a form which is useful for evaluation purposes. For example, it was decided to match up the crime analysis bulletins with the Patrol Plans submitted by the precincts in order to determine the specific patrol reactions to crime analysis information. However, this project could not be completed since the Patrol Plans do not specify the reasons for their initiation.

2. Evaluation of an ongoing program like ICAP is a continuous process. Any evaluation report only shows the program at a certain point in time, despite all efforts to update the data obtained. The ICAP project is constantly changing, and, therefore, the evaluation approach must be very flexible and also constantly changing.

3. The question of how large an effect is needed to show success is difficult to answer. A project-level evaluation requires that the evaluator make judgments about whether or not the net outcome from the program has been in a positive direction or in a negative direction. Program success represents an informed judgment based on the best data available.

II. OVERALL SUMMARY OF FIRST YEAR EVALUATION OF THE
VIRGINIA BEACH POLICE DEPARTMENT INTEGRATED
CRIMINAL APPREHENSION PROGRAM

OVERALL SUMMARY OF THE FIRST YEAR EVALUATION
OF THE
VIRGINIA BEACH POLICE DEPARTMENT'S
INTEGRATED CRIMINAL APPREHENSION PROGRAM

This section presents the summary of all the reports submitted to the Virginia Beach Police Department as part of the evaluation of their Integrated Criminal Apprehension Program. For more detailed analysis and discussion of the findings refer to individual reports presented later in the report.

POLICE OFFICER SURVEY, APRIL 1979

Executive Summary

This report presents the findings of a general job satisfaction survey which was conducted in March, 1979. The purpose of this report is to gather information about the job satisfaction of personnel within the Virginia Beach Police Department. It is anticipated that the survey results will assist the program staff in implementing Phase I of ICAP.

Most officers are gaining personal satisfaction from their jobs and would like to remain in their present occupations. The attitudes toward immediate supervisors (usually sergeants) are generally positive.

The majority of officers were negative in their opinions in the areas of openness to change in the department, the selection of qualified people for positions, the opportunity to advance one's skills, and in the importance of belonging to cliques in order to advance within the department. Most officers indicated that command individuals at the rank of Lieutenant or above do not communicate decisions in a consistent and

systematic manner. Most officers believe that problems exist with the department's personnel policies and the current personnel evaluation form. The majority of officers indicated that many work tasks are accomplished without any real sense of satisfaction or accomplishment. Most officers indicated a high degree of dissatisfaction with specialized training.

Patrol duty, in comparison with other assignments, is ranked fairly positively in terms of its contact with the public. At the same time, patrol duty is ranked much worse in terms of promotion opportunities and pay and benefits. The lowest priority given by patrol duty is in the category, "recognition by the department." This is particularly important to ICAP, which has the stated purpose of enhancing the image of patrol.

Some problems in job satisfaction exist. Some of the factors internal to the department which affect these problems are communication, involvement in decision-making, and knowledge of planned changes. Factors external to the department, such as pay and the general public's view of the police officer, also impact on job satisfaction.

The ranks of the respondents (management, detective, patrol) affect the level and intensity of the satisfaction or dissatisfaction. In general, management (which includes the ranks of Sergeant and above) is most positive in all work-related attitudes, and detectives are the least positive. All groups, regardless of rank, have positive attitudes toward their immediate supervisors, but negative attitudes toward the command staff.

The study indicates that assignments (Investigative, Uniformed, and SPOT Divisions) affect the level and intensity of the satisfaction or dissatisfaction regarding most of the items in the survey. Detectives exhibit more negative attitudes toward supervisors than do patrol personnel. Some officers are positive toward promotion, but detectives and patrol officers

are negative. Most of the officers indicated that training was poor. Detectives and SPOT indicate that specialized training is inadequate. Detectives indicate that they are well-informed compared to the other divisions.

Irrespective of the division, the majority of the police officers would like to remain in police work. Similarly, the majority considered their present job better than their previous work. Most of the officers would not like another occupation.

TELEPHONE REPORT UNIT USER'S SURVEY

Executive Summary

During May, 1979, the Virginia Beach Police Department's Telephone Reporting Unit (TRU) was evaluated by means of a survey of citizens who requested service from the police department. The survey was based on a random sample of 141 offense reports taken by the Telephone Reporting Unit (TRU) between February 15, 1979, and March 15, 1979. The overall purpose of the survey was to determine the levels of satisfaction of citizens who used the Telephone Reporting Unit.

The overall results of the survey are very positive. Very few citizens have problems contacting the Telephone Reporting Unit. The personnel of the unit are viewed as polite, helpful, and respectful. By far the majority (85%) of the citizen users are satisfied with having their report taken by telephone. Almost 2/3 expected follow-up action taken on their report. About 1/3 actually reported that a follow-up was made on the report. Users of the Telephone Reporting Unit rate the Virginia Beach Police Department highly. The opinion of the police remains the same after contact with the TRU. When the opinion changes, it is twice as

likely to become more favorable than less favorable.

The following recommendations are made to improve the operation of the Telephone Reporting Unit. First, care must be taken to take a report from every citizen who has an appropriate request for service. Second, additional publicity about the role of telephone reporting should be initiated in order to reduce the number of citizens who do not feel comfortable making a report by telephone. Third, the gap between citizens who expected follow-up action on their report and those who received follow-up should be reduced.

POLICE OFFICER DIRECT CONTACT SURVEY

Executive Summary

During May, 1979, a survey was conducted of Virginia Beach citizens who requested that a police officer take an offense reportⁿ in person. Each of the individuals surveyed was the victim of a crime which could have been handled through the Telephone Reporting Unit. The survey was based on a random sample of 131 offense reports taken by police officers between February 15, 1979 and March 15, 1979. The overall purpose of the survey was to determine the levels of satisfaction of citizens who filed a report directly with a police officer.

The overall results of the survey are extremely positive. None of the respondents had difficulty contacting the police department. The response time expected by the citizen and the actual response time matched in most of the cases. Ninety-four percent (94%) of the citizens were satisfied with the police response time -- 86% were very satisfied. Only 3% of the citizens surveyed felt that a quicker response time would have made a difference in the outcome of the case.

Citizens were generally very satisfied with the actions of patrol officers after arrival. Citizens were satisfied with the actions taken (91%), and felt that the officer was polite (95%), helpful (85%), and respectful (96%). Citizen satisfaction with the actions taken by officers was generally in the highest satisfaction category. It is important to note that as a result of contact with an officer, citizen opinions are much more likely to change in a favorable direction than in a less favorable direction.

A comparison of citizen satisfaction with the Telephone Reporting Unit and direct contact with police officers shows that citizens are highly satisfied with both types of contact. It is very evident that citizens are extremely satisfied with their contact with Virginia Beach Police Officers.

The following recommendations are made to improve the process of police officers taking a report in person. First, care should be taken to ensure that citizens, except in unusual circumstances, are not led to expect an immediate response to the types of offenses dealt with in this study (petit larceny, destruction of property, and grand larceny). Second, it is recommended that police officers make crime prevention suggestions as part of the report taking process. Third, the police officer taking the report should inform the citizen of the action that may be taken in response to the report. This would reduce the number of citizens who could feel that the police have not taken enough action in response to the call for service. Fourth, citizens should be clearly advised about the procedures for taking follow-up action on reports.

CITIZEN ATTITUDE SURVEY

Executive Summary

During May and June, 1979, a telephone survey of a random sample of 331 Virginia Beach residents was conducted to determine the citizens' attitudes toward the police department.

The citizens surveyed responded very positively toward the Virginia Beach Police Department. The Commonwealth's Attorney Office and the courts are less positively evaluated than the police department. The majority of the citizens did not change their satisfaction level over the last year. Most citizens feel safe in their neighborhoods both during the day and at night. The majority of citizens perceive no problems in law enforcement in Virginia Beach.

The analysis of citizens' attitudes by socio-economic background indicated that black citizens are somewhat less satisfied with the police department than white citizens. Similarly, younger (age group of 30 years of age or less), lower income (annual family income of \$10,000 or less) and higher-educated (college and above) individuals were somewhat less satisfied than older, higher-income and less-educated citizens. Most of the citizens, regardless of socio-economic background, perceived no change in overall police performance and other aspects of law enforcement over the last year.

ANALYSIS OF OFFENSE REPORTS

Executive Summary

This report presents the findings of a content analysis of the offense reports (PD 18's) received by the crime analysis units during the month of July 1979. Two hundred and ninety (290) reports were evaluated to determine the completeness and accuracy of information input into the crime

analysis process.

The findings of the analysis suggest that the quality of reports needs to be improved. Officers generally report complete and accurate information in the line-entry portion of the report. However, officers are not consistently recording precise and relevant information in the HOW ATTACKED (WHERE ENTERED) and MEANS OF ATTACK entries. These entries could provide the analysts with useful information for correlating crimes with similar methods of operation.

The major quality problems are contained in the narrative portion of the report. Officers frequently omit information which they are requested to record in the Basic Report Manual. The omission of pertinent data in the narrative created a serious problem since this data serves as the crime analysts' primary source of information in detecting crime patterns.

The comparison of the officers' work copies to the computerized print-outs of the reports revealed that transcription errors do not appear to be a significant problem with the exception of misspelled names of individuals. Transcribing errors in individuals' names occurred in over 10% of the reports. These errors may be due to the officers not properly spelling all names when dictating the report.

Based on the findings of this content analysis of PD 18's, it is recommended that the PD 18 format be revised to contain more line entries so officers will be directly instructed on the report form what information should be recorded. The results suggest a need for a quality control process to ensure that accurate and complete data is being entered into the system.

CRIME ANALYSIS UNIT OPERATIONS

Executive Summary

This report is a descriptive summary of the operation of the Virginia Beach Crime Analysis Unit. The information was gathered from the discussions with the crime analysts and crime coordinator, and on-site visits to each of the Crime Analysis Units during the early part of 1980.

The report points out that each of the precinct offices tracks the following target crimes: robbery, sex crimes, commercial and residential burglary, larcenies from auto, and destruction of property. However, due to the varying characteristics of the precincts, the analysts also track crimes unique to their particular precinct.

The basic source of information to the Crime Analysis Unit is Offense Reports (PD 18's) which provide important information such as unique method of operation, suspect description, stolen property, dates, times, and location of occurrence. Another source of information is Field Interview cards, which are submitted by police officers after interviewing individuals engaged in suspicious activities or after observing suspicious activities or vehicles. Additional information sources used vary among three precincts.

The analysis tools utilized vary somewhat between precincts. Spot maps serve as the primary tool for detecting geographic patterns, "tic" sheet for comparing times and day of week of occurrences, keysort cards to check for possible suspects.

The analysts provide a variety of information. Written output consists basically of Crime Pattern Alert Bulletins and Crime Information Bulletins. The analysts also provide various information on request. These are conveyed by written memoranda as well as through verbal responses.

The major recommendations made as a result of this analysis are that the communication between the Crime Analysis Unit and Investigative Division should be improved: detectives should be encouraged to utilize fully the crime information capacity of the Crime Analysis Unit; there should be more exchange of information among the three analysts; and more feedback from the users of the Crime Analysis Unit is required.

CRIME ANALYSIS UNIT WORKLOAD STUDY

Executive Summary

During the month of January the crime analysts in the Crime Analysis Unit were requested to keep an accurate record of the time expended on various tasks. It was found that the majority of the analysts' time was expended on tasks not directly related to analysis of crime. Reviewing Offense Reports consumed the largest portion of the analysts' time. However, it must be noted that time spent on miscellaneous functions used a significant portion of the analysts' workload.

Based on these findings, several recommendations have been made suggesting ways to reduce the non-analysis-related workload. In general, the time requirements for tasks other than analysis of crime information must be lessened. One way the CAU can accomplish this task is to use the rotating patrol officers to their maximum potential, by requiring them to work within the CAU for at least 60 days.

MANAGEMENT OF CRIME ANALYSIS INFORMATION BULLETINS AND PATTERN ALERTS

Executive Summary

The purpose of this report was to evaluate the effectiveness of the patrol strategies and the validity of the projections made by the crime analysts. An attempt was made to match up Crime Analysis Bulletins and

Crime Pattern Alert Bulletins with the Patrol Plans submitted by the precincts and filed in the ICAP office. However, it was not possible to pinpoint the relationship between crime analysis outputs and patrol strategies because Patrol Plans do not indicate what provoked the development of specific strategy. Also, in some instances, no Patrol Plan could be found which was directed at crime problems cited in Pattern Alerts.

In order to avoid this problem, it is recommended that the Patrol Work Plan (PD #234) format should be modified so that the reason for initiation of the Patrol Plan can be indicated. General Order #4.02a-12.79 should be modified to require a work plan response to every Pattern Alert.

CRIME ANALYSIS UNIT SURVEY

Executive Summary

This report presents the findings of a survey of the full-time sworn officers of the Virginia Beach Police Department conducted in January 1980. The purpose of the survey was to determine police officers' perceptions about the usefulness of the Crime Analysis Unit, and to ascertain the flow, frequency, and level of communications between police officers and Crime Analysis Unit personnel.

The overall results of the survey are positive. Almost all the responding officers (98%) rate the Crime Analysis Unit's performance positively. A majority of the officers (96%) also agree that the Crime Analysis Unit performs an important function within the Virginia Beach Police Department. Most of the officers (86%) are familiar with the types of information the CAU can provide. Approximately three-fifths of the respondents contact the CAU and are contacted by crime analysts between

one to five times a month. The requested information was always provided by the CAU in most of the cases. However, it was not always provided soon enough to meet the requesting officers' needs.

Almost all of the officers in the Uniform Division (99%) feel that it is important to prepare Field Interview (FI) Cards on suspicious individuals and activities. FI cards are submitted to the CAU more frequently than any other types of information. A majority of the uniformed officers read the Crime Pattern Alert Bulletins and Information Bulletins distributed by the Crime Analysis Unit. However, in most cases, they are not always discussed during musters. Most officers also feel that information contained in CAU bulletins is useful to them in performing their duties.

The study indicates that, in general, officers in the Uniform Division are more positive toward the CAU compared to officers in the Investigative Division or the SPOT Bureau. SPOT officers are a little less familiar with the CAU's functions and use CAU information less frequently than other officers.

Officers in the Third Precinct are more positive toward the CAU than the officers in the other two precincts. They also contact the CAU more frequently for getting information and are contacted by crime analysts more frequently than the First and Second Precinct officers.

VIRGINIA BEACH POLICE DEPARTMENT MAJOR OFFENDER UNIT

Executive Summary

The major goal of the Major Offender Unit is to improve the charging and case preparation done by the police and to implement the improved program

of apprehension with the prosecution capability of the Commonwealth's Attorney office. The purpose of this report is to assess the impact and successful completion of the objectives established for the Major Offender Unit.

Major start-up delays have inhibited the successful completion of the stated objectives for the Major Offender Unit. No operating personnel were assigned to the Unit during the first nine months of the ICAP program and as of this report only one of the two investigators originally scheduled for assignment to the Major Offender Unit have begun work.

The Major Offender Unit, as currently staffed, is conducting a quality control and systematic review of case file preparation. However, further procedures must be taken before all the objectives of the Unit can be achieved. These include: immediate assignment of an additional investigator, implementation of a feedback system, establishment of a criteria for determining career criminal status and maintenance of data for future analysis of the Major Offender Unit.

POLICE OFFICER JOB SATISFACTION AND
ORGANIZATIONAL CLIMATE ANALYSIS

Executive Summary

See pages 284 through 290 of this report.

III. POLICE OFFICER SURVEY

Virginia Beach Police Department
Integrated Criminal Apprehension Program

VIRGINIA BEACH POLICE DEPARTMENT POLICE OFFICER SURVEY

Prepared by:

Wolfgang Pindur, Ph.D., Principal Investigator
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Prepared for:

City of Virginia Beach
Department of Police

Prepared under and funded by:

LEAA Discretionary Grant Number 78-DF-AX-0195
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April 1979

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VIRGINIA BEACH POLICE DEPARTMENT

JOB SATISFACTION SURVEY

Executive Summary

This report presents the findings of a general job satisfaction survey which was conducted in March, 1979. The purpose of this report is to gather information about the job satisfaction of personnel within the Virginia Beach Police Department. It is anticipated that the survey results will assist the program staff in implementing Phase I of ICAP.

Most officers are gaining personal satisfaction from their jobs and would like to remain in their present occupations. The attitudes toward immediate supervisors (usually sergeants) are generally positive.

The majority of officers were negative in their opinions in the areas of openness to change in the department, the selection of qualified people for positions, the opportunity to advance one's skills, and in the importance of belonging to cliques in order to advance within the department. Most officers indicated that command individuals at the rank of Lieutenant or above do not communicate decisions in a consistent and systematic manner. Most officers believe that problems exist with the department's personnel policies and the current personnel evaluation form. The majority of officers indicated that many work tasks are accomplished without any real sense of satisfaction or accomplishment. Most officers indicated a high degree of dissatisfaction with specialized training.

Patrol duty, in comparison with other assignments, is ranked fairly positively in terms of its contact with the public. At the same time, patrol duty is ranked much worse in terms of promotion opportunities and pay and benefits. The lowest priority given by patrol duty is in the category,

"recognition by the department." This is particularly important to ICAP, which has the stated purpose of enhancing the image of patrol.

Some problems in job satisfaction exist. Some of the factors internal to the department which affect these problems are communication, involvement in decision-making, and knowledge of planned changes. Factors external to the department, such as pay and the general public's view of the police officer, also impact on job satisfaction.

The ranks of the respondents (management, detective, patrol) affects the level and intensity of the satisfaction or dissatisfaction. In general, management (which includes the ranks of sergeant and above) is most positive in all work-related attitudes, and detectives are the least positive. All groups, regardless of rank, have positive attitudes toward their immediate supervisors, but negative attitudes toward the command staff.

The study indicates that assignments (Investigative, Uniformed, and SPOT Divisions) affect the level and intensity of the satisfaction or dissatisfaction regarding most of the items in the survey. Detectives exhibit more negative attitudes toward supervisors than do patrol personnel. Some officers are positive toward promotion, but detectives and patrol officers are negative. Most of the officers indicated that training was poor. Detectives and SPOT indicate that specialized training is inadequate. Detectives indicate that they are well-informed compared to the other divisions.

Irrespective of the division, the majority of the police officers would like to remain in police work. Similarly, the majority considered their present job better than their previous work. Most of the officers would not like another occupation.

VIRGINIA BEACH POLICE DEPARTMENT
POLICE OFFICER SURVEY

Introduction

This report is an analysis of the general job satisfaction and work-related attitudes of the full-time sworn personnel of the City of Virginia Beach Police Department. The job satisfaction survey containing 76 items was prepared by the Principal Investigator and reviewed with the ICAP staff and administered to 305 of the 331 full-time sworn officers during March, 1979 as part of Phase I of ICAP. A copy of the job satisfaction survey is attached as an addendum to this report.

Research Design

The questionnaire containing 76 items was administered to 305 full-time sworn officers during March, 1979. 242 of these questionnaires were completed and returned; thus, the response rate was 79%. To allow the survey participants the greatest freedom of response, the ICAP staff decided that no attempt would be made to identify the individual officers who responded. The department staff decided that the most effective collection procedure would be to place a box in the appropriate commanders' work areas and that officers would complete the survey and place it in this box. Some completed surveys were directly delivered to the ICAP office.

Table 1 shows the number of questionnaires distributed, returned, and the percentage of return ratio by division.

- (1) The largest percentages of return were First Precinct (87%) and Third Precinct (84%).

- (2) The smallest percentages of return were Second Precinct (73%) and Services (17%).
- (3) The total return ratio for all divisions was 79%.

Table 1
DISTRIBUTION AND RETURN OF QUESTIONNAIRES

	Number Distributed	Number Returned	Percentage Return Ratio
First Precinct	63	55	87%
Second Precinct	62	45	73%
Third Precinct	63	53	84%
SPOT	39	31	79%
Investigative (Detective and Juvenile)	72	57	79%
Services	6	1	17%
TOTAL	305	242	79%

Social Background of the Sample

Table 2, which presents the social background of the sample, shows that 98% of the respondents are male, 97% are white, 90% are less than 39 years of age (52% are below 29 years of age) and 53% have over two years of college education (28% completed four years of college).

Table 3 shows the service background of the respondents. About one-half of the respondents have been on the police force for less than five years. Very few of the officers have police job experience outside of the Virginia Beach Police Department.

Table 2
SOCIAL BACKGROUND OF OFFICERS

Sex	Percentage	Number
Male	98	230
Female	$\frac{2}{100}$	$\frac{6}{236}$

Race		
Black	3	8
White	$\frac{97}{100}$	$\frac{228}{236}$

Age		
21 - 29 Years	52	123
30 - 39 Years	38	90
40 - 49 Years	6	15
50 - 59 Years	$\frac{3}{99}$	$\frac{8}{236}$

Education		
High School Graduate or G.E.D.	12	28
Less Than 1 Year of College	14	34
1 - 2 Years of College	21	50
2 - 4 Years of College	25	59
Completion of 4 or More Years of College	$\frac{28}{100}$	$\frac{68}{239}$

Table 3
SERVICE BACKGROUND OF OFFICERS

<u>Bureau of Current Assignment</u>	<u>Percentage</u>	<u>Number</u>
First Precinct	23	55
Second Precinct	18	45
Third Precinct	22	53
Investigative	24	57
SPOT	<u>13</u>	<u>31</u>
	<u>100</u>	<u>241</u>

<u>Division of Current Assignment</u>		
Detective Bureau (Investigative Division)	16	37
Juvenile Bureau (Investigative Division)	7	16
SPOT Bureau (Uniformed Division)	13	30
Other Bureaus in Uniformed Division	<u>64</u>	<u>149</u>
	<u>100</u>	<u>232</u>

<u>Rank</u>		
Major	0.4	1
Captain	1	3
Lieutenant	2	5
Sergeant	8	18
Master Police Officer (Detective Bureau)	4	10
Master Police Officer (Uniformed Division)	12	28

(cont.)

Table 3 (cont.)
SERVICE BACKGROUND OF OFFICERS

<u>Rank (cont.)</u>	<u>Percentage</u>	<u>Number</u>
Detective	14	32
Patrol Officer	<u>59</u>	<u>139</u>
	<u>100.4</u>	<u>236</u>

<u>Number of Years in Police Force</u>		
Less Than 5 Years	50	116
6 - 10 Years	30	71
11 - 15 Years	13	31
16 - 20 Years	5	11
More Than 20 Years	<u>2</u>	<u>5</u>
	<u>100</u>	<u>234</u>
Mean Years = 6.9		Std. Deviation = 5.2

<u>Number of Years in Virginia Beach Police Force</u>		
Less Than 5 Years	56	131
6 - 10 Years	27	64
11 - 15 Years	14	33
16 - 20 Years	2	5
More Than 20 Years	<u>1</u>	<u>2</u>
	<u>100</u>	<u>235</u>
Mean Years = 6.1		Std. Deviation = 4.5

Table 4

VIRGINIA BEACH OFFICERS' EVALUATIONS OF THE DEPARTMENT

	Percentage Agreeing With Each Statement	Percentage Disagreeing With Each Statement
Department is one of the best in the country	60	40
Department is open to suggestions for change	31	69
Command staff picks most qualified person for the job	32	68
Belonging to cliques gives a better opportunity for advancement	77	23
Department provides an opportunity for more formal education	87	13
Department provides an opportunity to advance skills	36	64
The officers who get promotions usually deserve them	59	41
Opportunities for self-growth are good	50	50

Table 4 presents the officers' evaluations of the department in general.

- (1) The largest percentages of officers agreed that the department provides an opportunity for more formal education (87%), that belonging to cliques gives a better opportunity for advancement (77%), and that the department is one of the best in the country (60%).

- (2) The largest percentages of officers thought that the department is not open to suggestions for change (69%), that the command staff does not pick the most qualified person for the job (68%), and that the department does not provide an opportunity to advance skills (64%).

In general, it appears that Virginia Beach police officers have mixed feelings toward their department. The most negative feelings are in the areas of openness to change, the selection of qualified people for positions, the opportunity to advance one's skills, and in the importance of belonging to cliques in order to advance within the department. The most positive feeling is that the department provides opportunities to obtain more formal education.

Table 5

VIRGINIA BEACH OFFICERS' EVALUATIONS OF THE SUPERVISORS

	Percentage Agreeing With Each Statement	Percentage Disagreeing With Each Statement
Immediate Supervisor keeps officers well informed about general problems	78	22
Little opportunity to discuss problems in my zone	34	66
Immediate Supervisor is knowledgeable in police science	85	15
Immediate Supervisor and I don't understand each other's problems	35	65
Supervisor is open to suggestions for change	75	25

Table 5 presents the officers' evaluations of the supervisors. The evaluation was not of specific supervisors, but of supervisors in general.

- (1) The largest percentages of officers agreed that their immediate supervisor is knowledgeable in police science (85%), the immediate supervisor keeps the officers well informed about general problems (78%), and the supervisor is open to suggestions for change (75%).
- (2) Almost two-thirds of the officers have the opportunity to discuss problems in their zone. Almost two-thirds feel that their supervisor understands their problems.

It appears that attitudes toward immediate supervisors (usually sergeants) are positive. About two-thirds to four-fifths feel positively about their immediate supervisors.

Table 6

VIRGINIA BEACH OFFICERS' EVALUATIONS OF THE COMMAND

	Percentage Agreeing With Each Statement	Percentage Disagreeing With Each Statement
Communication between detectives and patrol officers would improve services	99	1
No influence in decision-making	89	11
Command keeps officer in "the dark"	85	15
Command tells officers about planned changes	19	81
Personnel policies poorly defined	61	39
Personnel evaluation used is good	35	65

Table 6 presents the officers' evaluations of the command. The evaluation was not of specific command officers, but of command officers in general.

- (1) A very high percentage of officers agreed that communication between detectives and patrol officers would improve services (99%), that they have no influence in decision-making (89%), and that command keeps officers in the "dark" (85%).
- (2) The largest percentages of officers thought that command does not tell officers about planned changes (81%), and that the personnel evaluation used is not good (65%).

It appears that Virginia Beach police officers feel that the command (individuals at the rank of Lieutenant or above) do not communicate decisions and plans to officers in a consistent and systematic manner. About four of every five officers feel this way. In addition, about two-thirds feel that problems exist within the department's personnel policies and the current personnel evaluation form.

The following table, Table 7, presents the officers' attitudes toward such work-related factors as task forces, paperwork, equipment and administrative duties.

- (1) The largest percentages of officers agreed that task forces are important in the adoption of new programs (82%), new and better equipment is needed (74%), and that they do not have enough time to devote to dealing with criminal activities (68%).
- (2) The largest percentages of officers thought that calls-for-service received at dispatch are not handled effectively without cars (64%), and that they are not overburdened with administrative duties (60%).

Table 7

VIRGINIA BEACH OFFICERS' ATTITUDES TOWARD WORK-RELATED FACTORS

	<u>Percentage Agreeing With Each Statement</u>	<u>Percentage Disagreeing With Each Statement</u>
Task forces important in the adoption of new programs	82	18
Calls-for-service received at dispatch handled effectively without car	36	64
Too bogged down with paperwork	49	51
New and better equipment needed	74	26
Overburdened with administrative duties	40	60
Not enough time for dealing with criminal activities	68	32

Two items in this table are of major importance to the implementation of the Integrated Criminal Apprehension Program. First, it appears that Virginia Beach police officers are not "sold" on the concept of handling calls for service by means other than dispatching a police officer to the scene. Second, it appears that numerous routine and paperwork activities are detracting from the time that officers are able to devote to dealing with criminal activities.

Table 8

VIRGINIA BEACH OFFICERS' SENSE OF SELF-SATISFACTION

	<u>Percentage Agreeing With Each Statement</u>	<u>Percentage Disagreeing With Each Statement</u>
Salary has direct influence on work quality	37	63
No sense of accomplishment in job	43	57
Recognition not received for work	71	29
Feels like getting ahead in department	45	55
Few promotion opportunities	83	17

Table 8 presents the officers' feelings of self-satisfaction and accomplishment on the job.

- (1) About one-third feel that their salary has a direct influence on the work they do.
- (2) Almost one-half (43%) have no sense of accomplishment on the job and almost three-fourths (71%) do not receive adequate recognition for their work. Over four-fifths feel that there are too few opportunities for promotion.

The results indicate that many work tasks are accomplished without any real sense of satisfaction or accomplishment. Enhancing the image of patrol, under Phase I of ICAP, could significantly improve these attitudes.

Table 9

VIRGINIA BEACH OFFICERS' SENSE OF PERSONAL SATISFACTION

	Percentage Agreeing With Each Statement
Job gives more personal satisfaction than spare time activities	46
Would like to remain in police work	84
Thinks about work in off hours	60
Would change job for better one	59
Talks about work after hours	58
Likes job better than previous job	86
Life would seem empty without job	61
Would like another occupation	27
Interested in present job	88
Would choose career as police officer over another	59

Table 9 presents the officers' general sense of personal satisfaction and the extent of identification with the job of being a police officer.

- (1) The greatest percentages of officers agreed that they are interested in their present job (88%), that they like their job better than their previous job (86%), and that they would like to remain in police work (84%).
- (2) The lowest percentages of officers agreed that they would like another occupation (27%), and that their job gives more personal satisfaction than spare time activities (46%).

The table shows that most of the officers are getting personal satis-

faction from their jobs and they would like to remain in their present occupations. There appears to be a strong sense of commitment to police work and identification with being a police officer. The Virginia Beach Police Department consists of officers who, in general, are very involved with their work.

Table 10

VIRGINIA BEACH OFFICERS' EVALUATIONS OF PLANNING AND ANALYSIS

	Percentage Agreeing With Each Statement	Percentage Disagreeing With Each Statement
Planning and analysis is helpful in work	49	51
Planning and analysis is useless	35	65
Planning and analysis unit makes job easier	40	60

Table 10 presents the officers' evaluations of planning and analysis.

- (1) The largest percentages of officers thought that the planning and analysis unit is not useless (65%), and that the planning and analysis unit does not make the officers' jobs easier (60%).
- (2) The officers were contradictory in their evaluations of the planning and analysis unit. While 65% felt that the planning and analysis unit is not useless, 60% also say that it does not make their jobs easier.

The activities carried out by planning and analysis do not, in the opinion of the officers in this study, have a direct impact on their work. This is not surprising, given the traditional functions of this unit.

Table 11
VIRGINIA BEACH OFFICERS' ATTITUDES TOWARD TRAINING

	Percentage Agreeing With Each Statement	Percentage Disagreeing With Each Statement
Training received is good	57	43
Specialized training is adequate	25	75
New programs more effective when encouraged to assist in planning and implementation	98	2

Table 11 presents the officers' attitudes toward the training that they receive, and the implementation of new programs.

(1) The largest percentages of officers agreed that new programs were more effective when the officers were encouraged to assist in planning and implementation (98%), and that training received is good (57%).

(2) The largest percentage thought that specialized training is not adequate (75%). About one-half are satisfied with the general training that they receive.

The results of this table suggest two things: first, the data reinforce the idea that new programs should involve the affected individuals in decision-making related to the implementation of new programs; second, the high degree of dissatisfaction with specialized training indicates a need for review and analysis of the department's training activities.

Table 12
OFFICERS' EVALUATIONS OF AUXILIARY POLICE STAFF
PERFORMANCE AND MANAGEMENT
(In Percentages)

	Percentage Agreeing With Each Statement
Auxiliary Police are effective	76
Auxiliary Police are managed well	63

Table 12 shows that a majority of the officers considered the Auxiliary Police Force as generally effective and well-managed.

Table 13
OFFICERS' OVERALL SATISFACTION WITH THEIR JOBS
(In Percentages)

	Percentage
Completely Satisfied	2
Well Satisfied	44
Neither Satisfied nor Dissatisfied	24
A Little Dissatisfied	24
Very Dissatisfied	6
TOTAL	100

Table 13 shows that about 46% of the officers are satisfied with their job in general, but a substantial percentage of officers (30%) are also dissatisfied with it. Nearly one-fourth have neutral feelings. Only 2% are completely satisfied.

It is apparent, based on this data and the results from the tables presented previously, that some problems in job satisfaction exist. Some of the factors internal to the department which affect these problems are communication, involvement in decision-making, and knowledge of planned changes. Factors external to the department, such as pay and the general public's view of the police officer, also have an impact on job satisfaction. These external factors are generally outside of the control of the police department.

Table 14

OFFICERS' RATING OF THEIR OWN ABILITY TO HANDLE THE JOB EFFECTIVELY IN COMPARISON TO OTHER OFFICERS IN THE DEPARTMENT

(In Percentages)

	<u>Above Average</u>	<u>Average</u>	<u>Below Average</u>
Ability to get good information for an investigation	59	39	2
Ability to handle a family crisis situation	57	32	1
Ability to make a difficult arrest without any trouble	64	36	0
Rating of overall ability compared with other patrol officers in the department	70	30	0

A majority of the officers feel that their ability to handle the job effectively is above average compared to other officers in the department. There are few who rated themselves average, but there are almost none rating

themselves as below average. These results confirm the satisfaction which officers expressed with their general training.

Table 15

INDICATION OF COMMUNICATION BREAKDOWNS WITHIN THE CHAIN OF COMMAND

<u>Breakdown of Communication</u>	<u>Percentage</u>	<u>Number</u>
Yes	67	162
No	33	79
TOTAL	100	241
<u>Officers' Opinion of Where Communication Breakdowns Occur Most Frequently</u>		
Patrolman - Sergeant	19	28
Sergeant - Lieutenant	16	24
Lieutenant - Captain	11	17
Captain - Major	26	39
Major - Chief	11	16
Multiple Response	17	25*
TOTAL	100	149
<u>Officers' Experience of Where Communication Breakdowns Occur Most Frequently</u>		
Patrolman - Sergeant	21	30
Sergeant - Lieutenant	16	23
Lieutenant - Captain	14	19
Captain - Major	26	37
Major - Chief	11	16
Multiple Response	11	15
TOTAL	100	140

*Two individuals felt that communication breakdowns occur between Patrolman - Lieutenant and Patrolman - Chief. Three thought that breakdowns occur at all levels. All others mentioned more than one level of communication breakdown.

Table 15 presents the indication of communication breakdowns within the chain of command.

- (1) The largest percentage (67%) indicated a communication breakdown.
- (2) The officers' opinions of where communication breakdowns occur most frequently was Captain - Major (27%) and Patrolman - Sergeant (19%). The smallest percentage (11%) was Major - Chief.
- (3) The officers' experience of where communication breakdowns occur most frequently was Captain - Major (27%) and Patrolman - Sergeant (22%).

The results presented in Table 15 confirm the results of the tables dealing with attitudes toward immediate supervisors and command officers. Virginia Beach police officers feel that some communication problems exist at all levels of the command structure. About one-half indicate that communication problems exist at the level of lieutenant and above.

Table 16, 17, and 18 present data related to the specialized training needs of officers. Table 18 compared patrol officers, detectives, and management to show how they rate by priority specialized training areas that would benefit them on the job. This comparison indicates that:

- (1) The highest priority for patrol officers is patrol methods and techniques (36%); for detectives the highest priority is interrogation and interviews (39%) and management and supervision (20%); for management it is management and supervision (67%).
- (2) The lowest priority for patrol officers is management and supervision (28%) and police instructor's school (22%); for detectives it is accident investigation (50%); for management it is accident investigation (43%).
- (3) The comparison of these groups indicates differences in the prioritization of specialized training areas depending on the nature of the assignment.

Table 16
 MEAN RANK OF SPECIALIZED TRAINING AREAS THAT OFFICERS
 FEEL MOST BENEFIT THEM ON THE JOB

<u>Training Areas</u>	<u>Mean Rank</u> (Scale of 1 to 10)
Burglary-Auto Theft-Larceny	4.0
Patrol Methods and Techniques	4.1
Interrogation-Interviews	4.4
Accident Investigation	5.1
Rape-Sex Crimes Investigations	5.2
Drugs and Vice	5.8
Management-Supervision	6.2
Crisis Intervention	6.2
Hostage Situation Negotiations	6.6
Police Instructor School	7.1

Table 17
 RANKING OF SPECIALIZED TRAINING AREAS THAT OFFICERS FEEL MOST BENEFIT THEM ON THE JOB
 (In Percentages)

Training Areas	Rank									
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>
Burglary-Auto Theft-Larceny	15	17	18	11	14	8	4	8	3	2
Patrol Methods and Techniques	29	16	7	6	6	9	5	11	7	4
Interrogation-Interviews	12	16	14	12	14	7	10	10	3	2
Accident Investigation	12	17	11	9	8	7	6	5	7	17
Rape-Sex Crimes Investigation	4	11	10	15	13	18	15	6	8	0
Drugs and Vice	4	3	9	13	12	17	15	14	9	4
Management-Supervision	16	5	9	6	6	4	7	8	16	23
Crisis Intervention	5	6	8	12	11	8	12	10	14	14
Hostage Situation Negotiations	2	4	6	8	9	12	16	17	13	13
Police Instructor School	4	4	5	6	8	8	10	14	21	20

Table 18

RANKING OF SPECIALIZED TRAINING AREAS THAT OFFICERS FEEL MOST BENEFIT
THEM ON THE JOB, BY RANK

(In Percentages)

	Highest Rank			Lowest Rank		
	Management	Detective	Patrol	Management	Detective	Patrol
Management and Supervision	67	20	8	14	7	28
Patrol Methods and Techniques	14	7	36	5	12	3
Drugs and Vice	5	5	3	10	2	3
Police Instructor's School	0	2	3	24	15	22
Rape - Sex Crimes Investigations	5	7	2	0	0	1
Burglary - Auto Theft - Larceny Investigation	0	15	17	5	0	2
Interrogation and Interviews	14	39	5	0	0	3
Crisis Intervention	5	5	6	0	15	15
Hostage Situation - Negotiation	0	0	3	16	5	5
Accident Investigation	0	0	17	43	50	6

Tables 19 and 20 present a comparison of uniform patrol duty and other assignments in the department with respect to specific aspects of police work.

- (1) A majority considered patrol's contact with the public as being better than the contact by individuals with other assignments.
- (2) Supervision, public image of patrol, and respect from citizens are generally ranked in the middle, ranging in the categories of somewhat better to somewhat worse.
- (3) Pay and benefits, recognition by the department, and promotion opportunities are ranked lowest in the somewhat or much worse categories.

The general image of patrol which emerges is that patrol is ranked fairly positively in terms of its contact with the public. Patrol duty, compared to other assignments, is ranked much worse in terms of promotion opportunities and pay and benefits. The lowest ranking is given to the category, "recognition by the department." This is particularly important to ICAP, which has the stated purpose of enhancing the image of patrol.

Table 19

MEAN RANK OF OFFICERS' COMPARISON OF UNIFORM PATROL DUTY WITH OTHER ASSIGNMENTS IN THE DEPARTMENT WITH RESPECT TO SPECIFIC ASPECTS OF POLICE WORK

<u>Aspects of Police Work</u>	<u>Mean Rank</u> (Scale of 1 to 5)
Nature of Officer's Contact with Public	2.3
Supervision	2.5
Public Image of Patrol	2.9
Respect from Citizens	3.1
Promotion Opportunities	3.7
Pay and Benefits	3.7
Recognition by the Department	3.8

Table 20

RANKING OF OFFICERS' COMPARISON OF UNIFORM PATROL DUTY WITH OTHER ASSIGNMENTS IN THE
DEPARTMENT WITH RESPECT TO SPECIFIC ASPECTS OF POLICE WORK

(In Percentages)

Aspects of Police Work	Rank				
	<u>1</u> Much Better	<u>2</u> Somewhat Better	<u>3</u> Same	<u>4</u> Somewhat Worse	<u>5</u> Much Worse
Nature of Officers' Contact with Public	31	31	17	17	3
Supervision	16	33	35	13	2
Public Image of Patrol	17	20	24	32	6
Respect from Citizens	9	24	28	26	13
Promotion Opportunities	2	7	35	35	21
Pay and Benefits	3	6	30	43	18
Recognition by the Department	4	6	25	42	23

Job Description Index

The job description index (see Question 67 in the survey) consists of 54 items -- 18 each in work and supervision, and nine each in pay and promotions. Each grouping consists of a list of adjectives or descriptive phrases. The respondent was asked to write "yes" to each item which describes his/her pay (promotions, etc,) and "no" to each item which does not. A question mark ("?") response was reserved for items on which the respondent could not decide. The job description index approaches "job satisfaction" somewhat indirectly and asks the respondent to describe his/her job rather than feelings about the job. The results of the job description index which includes attitudes toward work, promotion, supervision any are presented in Table 21.

Table 21

ATTITUDES TOWARD WORK, PROMOTION, SUPERVISION AND PAY
BY RANK/ASSIGNMENT
(BASED ON JOB DESCRIPTION INDEX)

(In Percentages)

<u>Work</u>	<u>Management*</u>	<u>Detective</u>	<u>Patrol</u>
Strongly Negative	4	8	5
Slightly Negative	8	15	16
Neutral	0	2	5
Slightly Positive	40	36	38
Strongly Positive	48	39	36

<u>Promotion</u>			
Strongly Negative	17	28	32
(cont.)			

Table 21 (cont.)

ATTITUDES TOWARD WORK, PROMOTION, SUPERVISION AND PAY
BY RANK/ASSIGNMENT
(BASED ON JOB SATISFACTION INDEX)

(In Percentages)

<u>Promotion (cont.)</u>	<u>Management*</u>	<u>Detective</u>	<u>Patrol</u>
Slightly Negative	13	39	40
Neutral	4	12	3
Slightly Positive	48	16	17
Strongly Positive	17	5	8

<u>Supervision</u>			
Strongly Negative	9	14	5
Slightly Negative	9	14	11
Neutral	0	6	0
Slightly Positive	27	19	41
Strongly Positive	55	47	43

<u>Pay</u>			
Negative	78	97	94
Neutral	9	0	5
Positive	13	3	2

*Includes rank of Sergeant and above.

The purpose of Table 21 was to measure the attitudes toward work, promotion, supervision and pay by rank and assignment.

- (1) Most officers indicated either slightly positive or positive attitudes toward their work.
- (2) Most sergeants indicated slightly positive attitudes toward promotion. Most detectives and patrol officers indicated either slightly negative or negative attitudes toward promotion.
- (3) Most officers indicated slightly positive or strongly positive attitudes toward supervision.
- (4) In general, most officers are positive toward work and supervision. Sergeants are positive toward promotion but detectives and patrol officers are negative.
- (5) Attitudes toward pay are very negative. Even among management only about one of every ten individuals feels positive about the pay received.

Responses by Rank

This section deals with the satisfaction, attitudes, and opinions of the respondents by their rank to see whether or not these attitudes differ based on the rank the respondent holds. Rank is divided into three categories:

- (1) management level, consisting of the ranks of sergeant and above;
- (2) detectives;
- (3) all patrol officers.

Table 22
OFFICERS' EVALUATIONS OF THE DEPARTMENT BY RANK

	Percentage Agreeing With Each Statement		
	Management	Detective	Patrol
Department is one of the best in the country	92	57	55
Department is open to suggestions for change	48	33	27
Command staff picks most qualified person for the job	30	29	38
Belonging to a clique gives a better opportunity for advancement	59	86	77
Department provides an opportunity to advance skills	56	43	31
The officers who get promotions usually deserve them	59	67	58
Opportunities for self-growth are good	69	46	49

Table 22 presents the respondents' evaluations of the department. Management seemed to be more positive toward the department than detectives or patrol officers. Compared to all other groups, managers are more likely to feel that the department is one of the best in the country, that the department is open to change and that the department provides opportunities for the advancement of skills and self-growth. Only about one-third, regardless of rank, agree that the command staff picks the most qualified person for the job. A majority of the detectives and patrol officers (86% and 77%, respectively) think that belonging to cliques gives them a better opportunity for advancement.

Table 23

OFFICERS' EVALUATIONS OF THE SUPERVISOR BY RANK

	Percentage Agreeing With Each Statement		
	Management	Detective	Patrol
Immediate Supervisor keeps officers well-informed about general problems	89	57	82
Little opportunity to discuss problems in my zone	22	33	36
Supervisor open to suggestions for change	89	61	78
Supervisor is knowledgeable in police science	93	61	89
Supervisor and I don't understand each other's problems	30	54	31
Supervisor is good personnel manager	81	45	85

Table 23 presents the evaluations of the supervisors by rank of the officers responding. This table shows that all groups have positive feelings toward their immediate supervisors. In almost all of the statements, management is most positive, detectives are least positive, and patrol officers fall in between. In only one statement, "Supervisor is a good personnel manager," did patrol officers respond more positively than did management.

Table 24

OFFICERS' EVALUATION OF THE COMMAND STAFF BY RANK

	Percentage Agreeing With Each Statement		
	Management	Detective	Patrol
No influence in decision-making	78	86	92
Command keeps officers in "the dark"	70	88	86
Command tells officers about planned changes	11	26	20
Personnel policies poorly defined	37	64	64
Personnel evaluation is good	26	40	35

Table 24 presents the officers' evaluations of the command staff. While officers in all three ranks are negative toward the command staff, management is less negative than the other two groups. However, only 11% of management-level respondents (compared to 26% of the detectives) feel that the command staff tells officers about planned changes. Detectives and patrol officers are much more likely than managers to feel that personnel policies are poorly defined. General agreement exists that the current personnel evaluation system is not good.

Table 25
OFFICERS' ATTITUDES TOWARD WORK-RELATED FACTORS BY RANK

	Percentage Agreeing With Each Statement		
	Management	Detective	Patrol
Calls-for-service received at dispatch handled effectively without car	40	63	30
Too bogged down with paperwork	61	93	35
New and better equipment needed	56	80	75
Overburdened with administrative duties	52	67	31
Not enough time for dealing with criminal activities	78	86	62

Table 25, which presents officers' attitudes toward work-related factors, shows that a very high percentage of detectives feel that they are overburdened with paperwork and administrative work, and cannot devote much time to dealing with criminal activities. About three-fourths of the patrol officers and detectives feel that they need new and better equipment to do their job. Of great importance to ICAP is the finding that only 30% of the patrol officers feel that calls-for-service can be handled effectively without dispatching a car.

Table 26
OFFICERS' ATTITUDES TOWARD TRAINING BY RANK

	Percentage Agreeing With Each Statement		
	Management	Detective	Patrol
Training received is good	78	57	54
Specialized training is adequate	44	17	23

Table 26 shows that, in general, management is more positive toward training than are detectives and patrol officers. Although the majority of the respondents feel that specialized training is inadequate, the percentage of management-level respondents feeling that way is much less compared to the other two groups -- 56% of management compared to 83% of the detectives and 77% of the patrol officers.

Table 27
OFFICERS' OVERALL SATISFACTION WITH THEIR JOBS BY RANK
(In Percentages)

	Management	Detective	Patrol
Satisfied	70	36	45
Neither satisfied nor dissatisfied	11	29	25
Dissatisfied	18	36	29

Table 27 clearly indicates that overall job satisfaction is much higher among management-level officers than among the other two groups. Detectives are the least satisfied among the three groups -- only 36% of the detectives are satisfied. On the other hand, about 36% of the detectives are dissatisfied with their jobs.

Table 28
OFFICERS' SENSE OF SELF-SATISFACTION BY RANK

	Percentage Agreeing With Each Statement		
	Management	Detective	Patrol
No sense of accomplishment in job	33	59	41
Recognition not received for work	48	75	74
Feels like getting ahead in department	78	44	41
Few promotion opportunities	67	69	89

Table 28 presents the officers' sense of self-satisfaction, according to their rank. In general, management is getting more self-satisfaction from their jobs, and detectives are feeling the least amount of self-satisfaction. Patrol officers are more likely than detectives to feel that there are too few promotion opportunities.

Table 29

OFFICERS' COMPARISON OF UNIFORM PATROL DUTY WITH OTHER ASSIGNMENTS IN THE DEPARTMENT
WITH RESPECT TO SPECIFIC ASPECTS OF POLICE WORK BY RANK OF THE OFFICERS

(In Percentages)

Aspects of Police Work	Highest Rank			Lowest Rank		
	Management	Detective	Patrol	Management	Detective	Patrol
Nature of officer's contact with public	69	49	64	23	22	20
Supervision	65	29	51	15	19	15
Public image of patrol	46	20	41	42	42	36
Respect from citizens	42	29	32	31	33	41
Promotion opportunities	23	2	7	38	43	62
Pay and benefits	12	14	6	44	52	67
Recognition by the department	8	9	9	61	40	73

Table 29 presents responses to the question, "How would you compare uniform patrol duty with other assignments in the department with respect to general image, supervision, pay and benefits, etc.?" Each respondent was asked to rank seven aspects of police work. This ranking was then categorized into two groups -- highest rank and lowest rank. Contact with the public was generally given a high rank. Supervision was ranked high, except by the detectives. The public image of patrol received both high rankings and low rankings. Respect from citizens received mixed rankings. Promotion opportunities, pay and benefits, and recognition by the department received generally low rankings.

In sum, it appears that patrol duty, in comparison to other assignments in the department, is generally "good" in terms of the type of contact with the public that patrol officers have. Promotion, pay and benefits and recognition by the department are lower for patrol duty than for other assignments.

Table 30

OFFICERS' RATING OF THEIR OWN ABILITY TO HANDLE THE JOB EFFECTIVELY
IN COMPARISON TO OTHER OFFICERS IN THE DEPARTMENT BY RANK

	Percentage Rating Above Average in Each Statement		
	Management	Detective	Patrol
Ability to get good information for an investigation	81	88	50
Ability to handle a family crisis situation	85	62	65
Ability to make a difficult arrest without any trouble	73	81	58
Rating of overall ability compared with other patrol officers in the department	81	88	63

Table 30 shows that a somewhat higher percentage of detectives rate themselves above average in their ability to handle the job effectively. Only in the ability to handle a family crisis situation was the percentage of detectives rating themselves above average lower than in the other two groups. This suggests that patrol officers might be receptive to training, particularly in the areas of investigations and making arrests.

Compared to the other two groups, a much lower percentage of patrol officers rated themselves as above average.

Responses by Precinct or Bureau

This section presents the opinions and satisfaction of the officers by bureau to see if the precinct or bureau in which officers are assigned has any influence on the level and intensity of the satisfaction expressed. In general, it appears that the three precincts do not differ much in the level of satisfaction or dissatisfaction regarding most of the items in the survey. The Investigative and SPOT Divisions, particularly the Investigative Division, differ from the precincts in a majority of the statements.

Table 31 presents information on officers' opinions of the department in general. Although a majority of the officers think that their department is one of the best in the country, they do not feel that the department is open to suggestions for change. Officers in the Investigative and SPOT Divisions are more positive toward the department than officers assigned to the three precincts. Similarly, a very low percentage of officers in the three precincts think that the department provides an opportunity for advancing skills, compared to the percentage of officers feeling that way in the Investigative and SPOT Divisions.

Table 31

OFFICERS' EVALUATION OF THE DEPARTMENT BY BUREAU

	Percentage Agreeing With Each Statement				
	First Precinct	Second Precinct	Third Precinct	Investigative Division	SPOT
Department is one of the best in the country	55	66	51	68	60
Department is open to suggestions for change	22	27	28	39	39
Department provides an opportunity to advance skills	22	24	32	50	61
Opportunities for self-growth are good	40	39	64	52	58

Table 32 presents officers' evaluations of immediate supervisors. Officers in all of the divisions show positive feelings toward their immediate supervisor, although compared to the other divisions, the Investigative Division officers consistently show less positive feelings toward the supervisors in almost all of the statements. For example, about 90% of the officers in other divisions feel that their immediate supervisor is knowledgeable in police science, while only 70% of the officers in the Investigative Division feel that way. In addition, only 55% of the officers in the Investigative Division feel that their immediate supervisor is a good personnel manager. This compares to over 70% in SPOT and over 80% in the precincts who feel that their immediate supervisor is a good personnel manager.

Table 32

OFFICERS' EVALUATIONS OF THE SUPERVISORS BY BUREAU

	Percentage Agreeing With Each Statement				
	First Precinct	Second Precinct	Third Precinct	Investigative Division	SPOT
Immediate supervisor keeps well informed about general problems	82	89	81	66	71
Little opportunity to discuss problems in my zone	36	47	30	28	27
Immediate supervisor is knowledgeable in police science	92	84	89	70	90
Immediate supervisor and I don't understand each other's problems	33	36	21	46	42
Supervisor is open to suggestions for change	80	76	81	67	71
Immediate supervisor is a good personnel manager	91	82	85	55	74

Table 33

OFFICERS' EVALUATION OF THE COMMAND BY BUREAU

	Percentage Agreeing With Each Statement				
	First Precinct	Second Precinct	Third Precinct	Investigative Division	SPOT
No influence in decision-making	94	86	94	80	94
Command keeps officers in "the dark"	93	87	85	80	77
Command tells officers about planned changes	20	18	11	25	26

Table 33 shows officers' evaluations of the command staff. In contrast to their evaluations of their immediate supervisors, officers show a very negative feeling toward their command staff (or higher-level management) because they feel that they do not have any knowledge or influence in decision-making. In general, the Investigative Division officers show a little less negative feeling than officers in other divisions. Although most officers feel that command does not inform them about planned changes, the percentage of officers feeling this way is less in the Investigative and SPOT Divisions than in the three precincts.

Table 34

OFFICERS' ATTITUDES TOWARD TRAINING BY BUREAU

	Percentage Agreeing With Each Statement				
	First Precinct	Second Precinct	Third Precinct	Investigative Division	SPOT
Training received is good	54	51	47	60	64
Specialized training is adequate	14	20	21	34	39

Table 34 presents officers' attitudes toward the training received. Approximately 50% of the officers in the three precincts think that the training they receive is not good and approximately 80% feel that specialized training is inadequate. On the other hand, a majority of the officers in the Investigative and SPOT Divisions also consider specialized training as inadequate, but the percentage of officers feeling that way is much less than the percentage of officers in the three precincts. In addition, some 70% of the officers in the Investigative Division and 64% of the officers in the SPOT Division think that the general training is good.

Table 35
OFFICERS' ATTITUDES TOWARD WORK-RELATED FACTORS
BY BUREAU

	Percentage Agreeing With Each Statement				SPOT
	First Precinct	Second Precinct	Third Precinct	Investigative Division	
Too bogged down with paperwork	44	31	32	86	45
Overburdened with administrative duties	41	32	34	63	26
Not enough time for dealing with criminal activities	68	64	66	79	55
Calls for service received at dispatch handled effectively without a car	15	39	34	63	33

Table 35 presents officers' attitudes toward the work and duties that they are handling. It shows that officers in the Investigative Divisions--detectives--are more dissatisfied with the work-related factors than officers in the other divisions. Eighty-six percent of the detectives think they are bogged down with paperwork, and 79% feel that they do not have enough time to devote to dealing with criminal activities. Sixty-three percent of them also think that they are overburdened with administrative duties while only 26% of the SPOT officers think themselves overburdened with administrative duties. A substantially higher percentage of detectives (63%) say that calls for service can be handled without dispatching a car, in contrast to officers in other bureaus.

Table 36
OFFICERS' SENSE OF SELF-SATISFACTION BY BUREAU

	Percentage Agreeing With Each Statement				SPOT
	First Precinct	Second Precinct	Third Precinct	Investigative Division	
Salary has direct influence on work quality	33	38	32	36	52
No sense of accomplishment in job	40	48	43	54	26
Recognition not received for work	82	64	70	69	71
Few promotion opportunities	89	87	89	64	90

Table 36 presents information on the self-satisfaction of the officers in various divisions of the police department. A majority in all of the divisions (except SPOT) feel that salary does not have a direct influence on the quality of their work. They also feel that they do not receive any recognition for their work. Nearly 90% of the officers in all three precincts and SPOT think that there are very few promotion opportunities for them, while only 64% of the Investigative officers feel that way.

Table 37

OFFICERS' RATING OF THEIR OWN ABILITY TO HANDLE THE JOB EFFECTIVELY IN COMPARISON TO OTHER OFFICERS IN THE DEPARTMENT

	Percentage Rating Themselves Above Average				SPOT
	First Precinct	Second Precinct	Third Precinct	Investigative Division	
Ability to get information for an investigation	50	60	53	82	48
Ability to handle a family crisis situation	52	67	75	65	81
Ability to make a difficult arrest without any trouble	53	62	62	76	71
Rating of overall ability compared with other patrol officers	53	62	68	85	87

Table 37 shows that officers in the first precinct consistently rate themselves lower on their ability compared to officers in other precincts. Investigative officers rate themselves very high on all items except the ability to handle family crisis situations. SPOT officers also rate themselves high except on their ability to get good information for an investigation.

Conclusions

This report presented the findings of a general job satisfaction survey of Virginia Beach police officers conducted in March, 1979. The findings show that most officers are satisfied with their present occupations and would like to remain in them. They also are satisfied with their immediate supervisors and the department in general. However, they have negative feelings toward higher-level management because of lack of communication, lack of involvement in decision-making, and lack of knowledge of planned changes. Officers also are very dissatisfied with the pay and promotion opportunities in the department.

The level of satisfaction or dissatisfaction does not differ much among officers in the three precincts; management-level officers are most positive in all work-related attitudes, and detectives are the least positive.

IV. SERVICE USERS' SURVEYS

Virginia Beach Police Department
Integrated Criminal Apprehension Program

TELEPHONE REPORT UNIT USER'S SURVEY

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EXECUTIVE SUMMARY

During May, 1979, the Virginia Beach Police Department's Telephoning Reporting Unit (TRU) was evaluated by means of a survey of citizens who requested service from the police department. The survey was based on a random sample of 141 offense reports taken by the Telephone Reporting Unit (TRU) between February 15, 1979, and March 15, 1979. The overall purpose of the survey was to determine the levels of satisfaction of citizens who used the Telephone Reporting Unit.

The overall results of the survey are very positive. Very few citizens have problems contacting the Telephone Reporting Unit. The personnel of the unit are viewed as polite, helpful, and respectful. By far the majority (85%) of the citizen users are satisfied with having their report taken by telephone. Almost 2/3 expected follow-up action taken on their report. About 1/3 actually reported that a follow-up was made on the report. Users of the Telephone Reporting Unit rate the Virginia Beach Police Department highly. The opinion of the police remains the same after contact with the TRU. When the opinion changes, it is twice as likely to become more favorable than less favorable.

The following recommendations are made to improve the operation of the Telephone Reporting Unit. First, care must be taken to take a report from every citizen who has an appropriate request for service. Second, additional publicity about the role of telephone reporting should be initiated in order to reduce the number of citizens who do not feel comfortable making a report by telephone. Third, the gap between citizens who expected follow-up action on their report and those who received follow should be reduced.

TELEPHONE REPORTING UNIT ANALYSIS

Introduction

The purpose of the Telephone Reporting Users' Survey is to gauge citizen satisfaction with the services provided by the Telephone Report Unit (TRU) operation of the Virginia Beach Police Department. The survey was designed to determine the following types of information:

1. Citizen problems in contacting the dispatch unit and their satisfaction with the actions and attitudes of the dispatchers who received the calls.
2. Problems relating to taking the citizens' reports by telephone.
3. Citizens' expectations and levels of satisfaction with follow-up actions.
4. Citizen rating of the Virginia Beach Police Department in general.

Research Design

A stratified random sample for the Telephone Reporting Users' Survey was drawn from the approximately 644 offense reports taken by the Telephone Report Unit during a one-month period (February 15, 1979 through March 15, 1979). One hundred forty-one (141) interviews were completed.

The telephone interviews with the citizens who filed the reports were conducted by two interviewers in early May. The interviews consisted of twenty-eight (28) questions, and took about ten to fifteen minutes to administer (see the questionnaire attached). The individuals interviewed were predominantly white (98%), and slightly less than one-half (48%) were males.

Table 1 provides the percentage breakdown for the type of offenses included in the sample. The offenses are equally distributed between grand larceny, petit larceny, and destruction of property. For the purposes of this study, cases involving runaways, obscene telephone calls, missing persons, etc., are categorized as "Other."

Table 1
TYPES OF OFFENSES REPORTED

<u>Offense Type</u>	<u>Percentage</u>	<u>Number</u>
Grand larceny	26	36
Petit larceny	26	37
Destruction of property	26	37
Other*	<u>22</u>	<u>31</u>
Total	100	141

*Includes cases categorized as Runaways, Annoying and Obscene Telephone Calls, Missing Persons, and Lost Property.

Seventy-two percent (72%) of all offenses reported involved some dollar loss (see Table 2).

Table 2
VALUE OF LOSSES REPORTED

<u>Value of Loss</u>	<u>Percentage</u>
Below \$50	31
\$50 - \$100	23
\$101 - \$500	38
Over \$500	<u>7</u>
Total	100

Difficulties in Contacting the Dispatch Office

Only 2% of the respondents reported some difficulty in their contact with the dispatch office. The following comments were made:

- Got a number from the operator but it was not right so I had to get another number.
- No trouble in placing the call but I had to call three times before I was able to give my report.
- Had to get hooked up to the right desk.

CONTINUED

1 OF 6

Table 1
DESCRIPTION OF SAMPLE

<u>Type of Offense</u>	<u>Precinct</u>							
	<u>1st</u>		<u>2nd</u>		<u>3rd</u>		<u>TRU</u>	
	Matched with Work Copy	Total PD 18's	Matched with Work Copy	Total PD 18's	Matched with Work Copy	Total PD 18's	Matched with Work Copy	Total PD 18's
Burglary	53	55	9	33	37	39	0	0
Robbery	3	5	0	3	1	1	0	0
Sex Crimes	4	13	0	8	7	10	0	0
Destruction of Property	7	13	0	10	17	17	0	18
Larceny from Vehicles	2	4	0	4	9	10	0	47
TOTAL	69	90	9	58	71	77	0	65
Percentage of Reports Matched with Work Copies	76.7%		15.5%		92.2%		0%	

III. Content Analysis

A. Completeness of Reports

(1) Line entries

Each of the 290 reports was carefully studied to determine the completeness of information recorded. The Basic Report Manual of the Virginia Beach Police Department which outlines the procedures for compiling offense reports was referenced for this component of the content analysis. Table 2 presents the percentage of reports which had various line entries completely omitted, while Table 3 summarizes the percentage of reports with incomplete line entries (i.e., only partial information).

Complete omission of information requested in line entries does not appear to be a serious problem. Most reports contained information which was specifically requested on the report form. Date of birth and age of victim were the entries omitted most frequently. In those reports where the person reporting the incident differed from the victim, the omission of age and date of birth information was not considered an error since the information might have been unobtainable.

In 8.5 percent of the larceny from vehicle reports taken by the Telephone Reporting Unit, the how attacked (where entered) information was missing, while in 6.4 percent of these reports there was no entry on means of attack. The instructions in the Basic Report Manual on how to complete these entries are somewhat unclear and may contribute to the high omission rate. The instructions state "complete this block only if the information requested relates to the offense." Based on this criteria, the entry does not need to be completed for sex offenses and destruction of property reports, however in most of these reports, some type of

Table 2
MISSING LINE ENTRIES

Missing Information	Error Rate (%) by Precinct			
	1st	2nd	3rd	TRU
Addresses	2.2	0	1.3	0
Phone Number	3.3	5.2	0	0
How Attacked (where entered)	0	2.5	0	8.5
Means of Attack	0	0	0	6.4
Value of Property Damage	1.4	2.1	1.5	1.5
Race	0	0	0	1.6
Age	7.9	2.0	2.0	1.6
Date of Birth	10.5	6.1	6.0	1.6

Note: The total number of cases (N) used in the above calculations varied as follows

Address and phone number calculations

N = all reports
1st precinct - 90; 2nd precinct - 58; 3rd precinct - 77;
TRU - 65

How attacked (where entered) and Means of Attack

N = only reports where information applicable
(Burglary, Robbery, and Larceny from Vehicle)
1st precinct - 64; 2nd precinct - 40; 3rd precinct - 50;
TRU - 47

Value of Property Damage

N = only reports where information applicable
(Burglary, Destruction of Property and Larceny from Vehicle)
1st precinct - 72; 2nd precinct - 47; 3rd precinct - 66;
TRU - 65

Race, Age and Date of Birth

N = reports in which individuals are victims
1st precinct - 76; 2nd precinct - 49; 3rd precinct - 50;
TRU - 61

Table 3
INCOMPLETE LINE ENTRIES

Incomplete Entry	Error Rate (%) by Precinct			
	1st	2nd	3rd	TRU
When Offense Occurred	2.2	3.4	0	3.1
Street Number or Name	1.1	5.2	0	1.5
Apartment Number	82.4	100.0	50.0	57.1
Phone Number	0	1.7	1.3	0
How Attacked (where entered)	23.4	22.5	22.0	23.4
Means of Attack	1.6	0	0	2.1
Victim's Name	0	0	3.9	3.1
Type Burglary (Residential or Commercial)	7.3	3.0	7.7	N/A

Note: The total number of cases (N) used in the above calculations varied as follows.

When offense occurred, street name or number, phone number and victim's name

N = all reports
1st precinct - 90; 2nd precinct - 58; 3rd precinct - 77;
TRU - 65

Apartment number

N = only reports which mentioned apartment number in one of the address entries
1st precinct - 17; 2nd precinct - 12; 3rd precinct - 10;
TRU - 7

How Attacked (where entered) and Means of Attack

N = only reports where information applicable
(Burglary, Robbery, and Larceny from Vehicle)
1st precinct - 64; 2nd precinct - 40; 3rd precinct - 50;
TRU - 47

Type Burglary

N = Burglary reports
1st precinct - 55; 2nd precinct - 33; 3rd precinct - 37

irrelevant information was recorded. For those reports in which the how attacked (where entered) and means of attack entries should be completed (burglary, robbery, and larceny from vehicles), the information was often vague and non-informative. The percentage of reports in which the how attacked (where entered) entry was incomplete was approximately 23 percent for all three precincts and the TRU. Entries were considered incomplete when precise information on where entry was gained and means of attack was reported in the narrative but omitted in the line entries. Means of attack information was generally consistent with the narrative information. However, in 46 percent of the burglary cases, officers stated the means of attack as merely hands and unknown tools, with no further elaboration on what type instrument (i.e., pry, blunt object, etc.).

The how attacked (where entered) and means of attack information could provide the crime analysts a source of quick reference if the officers listed more detailed information in these entries. In addition, if this information is to be used for computer programs which search the reports for specific methods of operation (MO's), more precise and informative data must be recorded. Officers should be better instructed as to what type of information should be recorded in these line entries, since the Basic Report Manual offers little guidance.

If the person reporting the offense is the victim, his/her address is listed twice on the PD 18. In the majority of reports where an apartment number should have been listed, the number was recorded for the person reporting the offense address, but was omitted on the victim's address entry. This

omission of apartment numbers ranged from a high of 100 percent for the second precinct to a low of 50 percent for the third precinct (see Table 3). The omission of apartment numbers can lead to problems since the user may call up only the victim screen on the computer terminal to obtain the victim's address, and will be unaware that the address information is incomplete. Therefore, the apartment numbers should be properly entered on all address line entries to eliminate the possibility that system users will access incomplete information.

The only other area where there appeared to be possible problems with incomplete line entries was burglary classifications. In several burglary reports officers failed to specify if the burglary was commercial or residential (see Table 3).

(2) Narrative section

The narrative portion of the offense reports contains the information most important to the report users (i.e., crime analysts and detectives). The quality of the narrative portion of the report was assessed based on criteria from the Basic Report Manual. The manual provides a list of questions to be addressed according to the crime being reported (see Appendix). Table 4 presents the percentage of reports omitting pertinent narrative information. In all reports the report taker is instructed to state whether the victim wishes to prosecute. The percentage of omission of this information ranged from a high of 35.5 percent for the first precinct to a low of 3.1 percent for the TRU.

Table 4

MISSING DATA IN NARRATIVE

Information Missing	Error Rate (%)			
	1st	2nd	3rd	TRU
<u>All Reports</u>				
Will victim prosecute	35.5	12.1	20.8	3.1
Location	2.2	0	0	0
Supervisor/Detective Notified	6.8	4.5	6.0	N/A
Suspect Information	15.5	3.3	9.1	28.6
Witness Information	0	12.5	25.0	50.0
<u>Burglary</u>				
Who discovered break-in	70.9	33.3	82.0	N/A
What time was it discovered	70.9	27.3	82.0	N/A
<u>Rape</u>				
Was victim taken to the hospital/by whom	50.0	N/A	50.0	N/A
Doctor who treated victim	50.0	N/A	50.0	N/A
Direction in which suspect fled & mode of transportation	100.0	N/A	50.0	N/A
<u>Larceny from Vehicle</u>				
Was vehicle locked	0	0	0	39.1
Detailed description of stolen articles	0	0	0	12.8
Where was the vehicle parked	25.0	20.0	30.0	44.7
<u>Destruction of Property</u>				
Who estimated damage	92.3	90.0	82.4	100.0

Note: The total number of cases (N) used in the above calculations varied as follows.

Table 4 continued

Supervisor/Detective Notified

N = only those reports where officer required to notify supervisor and/or detective (Burglary, Robbery and Sex Crimes)

1st precinct - 73; 2nd precinct - 44; 3rd precinct - 50

Suspect Information

N = reports in which suspect mentioned

1st precinct - 45; 2nd precinct - 30; 3rd precinct - 33;

TRU - 7

Witness Information

N = reports in which witness mentioned

1st precinct - 8; 2nd precinct - 8; 3rd precinct - 4;

TRU - 2

Was vehicle locked

N = Larceny from vehicle reports where vehicle was entered

TRU - 23

Rape

1st precinct - 2; 2nd precinct - 0; 3rd precinct - 2

For all other N's see Table 1 which presents number of reports by crime type.

One type of information recorded in the narrative which is especially important to the crime analysts is suspect descriptions. The officers are requested to include names, addresses, race, sex, clothing and other general descriptors on possible suspects, as well as mode of transportation. It was difficult to assess the quality of suspect descriptions since there was no way of determining how much information was available to the officer. However, using a conservative estimate in which we noted only obvious omissions, the percentage of reports which mentioned a suspect but failed to report all relevant information on the suspect ranged from a high of 28.6 percent for the Telephone Reporting Unit to a low of 3.3 percent for the second precinct.

Witness information reported in the PD 18's is important to the detective when conducting his follow-up investigation. Witness information requested includes names, addresses and phone numbers. In the reports which mentioned that there was a witness to the crime, the omission of pertinent witness information ranged from a high of 50 percent for the TRU to no omissions for the first precinct. The total number of reports which mentioned a witness was small, therefore the calculated percentages may not be totally representative. The Basic Report Manual directly asks "Were there any witnesses?" While some officers stated if there were no witnesses, the majority did not. None of the first precinct officers or TRU personnel noted if there were no witnesses, while only 8.6 percent of the second precinct officers and 7.3 percent of the third precinct officers specifically stated if there were no witnesses.

For burglary reports the Basic Report Manual states that the officers should note who discovered the break in and at what time. The majority of officers in the first and third precincts failed to report this information. Important information was also omitted in the rape reports which were analyzed. In one out of two reports in both the first and second precincts, the officers failed to report relevant information on the medical treatment of the victim. Neither of the first precinct reports stated the direction in which the suspect fled and his mode of transportation, and one of the third precinct reports omitted this information also. It should be noted that the number of rape reports included in the sample is very small.

In the larceny from vehicle reports, the major omission in the narrative information was the exact location of where the vehicle was parked. This data can be important to the crime analysts in correlating similar crimes. Officers should state if the vehicle was parked in a driveway, in front of the residence or in a parking lot. The TRU personnel omitted this information 44.7 percent of the time, while patrol officers failed to record the exact location approximately 25 percent of the time. The TRU personnel failed to note if the vehicle was locked or unlocked in 39 percent of the larceny from vehicle reports. While this information is not specifically required in the Basic Report Manual instructions, it is very useful information for the crime analysts in discerning similar methods of operation. A detailed description of stolen articles was missing in 12.8 percent of the larceny from vehicle reports taken by the TRU. Examples of omissions included the brand name or color of stolen

CONTINUED

2 OF 6

Executive Summary

During May, 1979, a survey was conducted of Virginia Beach citizens who requested that a police officer take an offense report in person. Each of the individuals surveyed was the victim of a crime which could have been handled through the Telephone Reporting Unit. The survey was based on a random sample of 131 offense reports taken by police officers between February 15, 1979 and March 15, 1979. The overall purpose of the survey was to determine the levels of satisfaction of citizens who filed a report directly with a police officer.

The overall results of the survey are extremely positive. None of the respondents had difficulty contacting the police department. The response time expected by the citizen and the actual response time matched in three-fourths of the cases. Ninety-four percent (94%) of the citizens were satisfied with the police response time -- 86% were very satisfied. Only 3% of the citizens surveyed felt that a quicker response time would have made a difference in the outcome of the case.

Citizens were generally very satisfied with the actions of patrol officers after arrival. Citizens were satisfied with the actions taken (91%), and felt that the officer was polite (95%), helpful (85%), and respectful (96%). Citizen satisfaction with the actions taken by officers was generally in the highest satisfaction category. It is important to note that as a result of contact with an officer citizen opinions are much more likely to change in a favorable direction than in a less favorable direction.

A comparison of citizen satisfaction with the Telephone Reporting Unit and direct contact with police officers shows that citizens are highly satisfied with both types of contact. It is very evident that citizens are extremely

satisfied with their contact with Virginia Beach Police Officers.

The following recommendations are made to improve the process of police officers taking a report in person. First, care should be taken to ensure that citizens, except in unusual circumstances, are not led to expect an immediate response to the types of offenses dealt with in this study (petit larceny, destruction of property, and grand larceny). Second, it is recommended that police officers make crime prevention suggestions as part of the report taking process. Third, the police officer taking the report should inform the citizen of the action that may be taken in response to the report. This would reduce the number of citizens who could feel that the police have not taken enough action in response to the call for service. Fourth, citizens should be clearly advised about the procedures for taking follow-up action on reports.

VIRGINIA BEACH POLICE OFFICER
DIRECT CONTACT SURVEY

Introduction

The purpose of the Direct Contact Survey is to gauge citizen satisfaction with the services provided by Virginia Beach patrol officers when they take a report from a citizen in person. The survey was designed to obtain the following types of information:

1. Citizen problems in contacting the police department.
2. Police response time, and citizens' expectations and satisfaction with the response time.
3. Citizens' opinions concerning police officers' handling of their cases, and officers' attitudes.
4. Citizens' expectations and levels of satisfaction with follow-up actions.
5. Citizen rating of the Virginia Beach Police Department in general.

Research Design

The sample for the Direct Officer Contact Survey was drawn from approximately nine hundred eighty-two (982) offense reports which were taken by patrol officers in person and which had telephone report eligibility, that is, all of those cases which could have been taken over the telephone. This criterion of eligibility was used to compare this survey with the telephone report users' survey conducted during May, 1979, and based on offense reports completed between February 15, 1979 through March 15, 1979. A random sample of one hundred thirty-one (131) citizens were interviewed. The interviews consisted of a questionnaire containing twenty-eight (28) questions, and took about ten to fifteen minutes to administer (see the attached questionnaire). The individuals interviewed were predominantly white (93%) and male (63%).

Table 1 illustrates the types of offenses reported. Nearly 2/5 of the respondents (38%) reported destruction of property, followed by petit larceny (33%), and grand larceny (22%). For the purposes of this study, cases involving runaways, threatening telephone calls, and missing persons are categorized as "Other."

Table 1
TYPES OF OFFENSES REPORTED

<u>Offense Type</u>	<u>Percentage</u>	<u>Number</u>
Grand larceny	22	29
Petit larceny	33	43
Destruction of property	38	50
Other*	7	9
Total	100	131

*Includes cases categorized as runaways, threatening telephone calls, missing persons.

Eighty-six percent (86%) of all offenses reported involved some dollar loss. The detailed distribution of estimated loss to complainants is presented in Table 2. Forty-three percent (43%) of the respondents reported a loss of up to \$50. Twenty-four percent (24%) incurred a loss of \$50 to \$100, and 29% incurred a loss of \$100 to \$500.

Table 2
ESTIMATED LOSS TO COMPLAINANT

<u>Value of Loss</u>	<u>Percentage</u>	<u>Number</u>
Under \$10	11	12
\$10 - \$50	32	34
\$51 - \$100	24	26
\$101 - \$500	27	29
Over \$500	<u>6</u>	<u>7</u>
Total	100	108

Contact with the Dispatcher

Ninety-two percent (92%) of the respondents in the sample called the police and talked to the dispatcher. None of the respondents encountered any difficulties in contacting the police. One person did mention, however, that the police dispatcher was uninterested and confusing.

The remaining 8% (N=10) of the respondents did not telephone the police department. Five of them went to the police station to report the incident. One of them mentioned that he went to the police station because he was told that they had no one to send out. Four of the complainants hailed police officers as they were passing by in the neighborhood. In one of the cases, the call was made by someone other than the respondent.

Forty-six percent (46%) of those respondents who talked to the police dispatcher merely reported the incident; 39% reported the property loss or description of the damage done by the offenders. Eight percent (8%) told the

dispatcher that they were holding the suspect (all of these were shoplifting incidents), and would like for the police officer to come to the scene, and 4% of them reported the incident and requested general assistance.

Respondents' answers to the question, "What did that person (i.e., the dispatcher) tell you?" show that in a majority of the cases (40%), the dispatcher told the complainants that a police officer would be there, an officer would be there right away (28%), an officer would be there in a few minutes (18%), or an officer would be there as soon as possible (11%). The dispatcher asked two of the respondents if they needed a police officer in person or if they were willing to file a report over the telephone. Only one person mentioned that the dispatcher did not say anything to him.

The survey shows that in a majority of cases (85%), the dispatcher did not tell the complainant the length of time it would take a police car to reach him or her.

Satisfaction with Police Response Time

Table 3 presents information about the complainants' expectations of the time it would take for a police officer to arrive after the call was made, their perceptions of the actual time it took the officer to arrive, and their satisfaction with the response time. A majority of the respondents (78%) expected a response time of from five to thirty minutes, and in most of the cases (77%) the actual response time was in this range. Only 10% expected that the officer would reach them within five minutes after the telephone call was made, while in 15% of the cases the officer did reach the scene of the incident within five minutes.

The average expectation of response time was twenty-one minutes, with a

Table 3

SATISFACTION WITH POLICE RESPONSE TIME

Expectation of Response Time	Percentage	Number
5 minutes or less	10	9
6 - 10 minutes	21	20
11 - 15 minutes	22	21
16 - 30 minutes	35	33
31 minutes - 60 minutes	8	8
Over 60 minutes	3	3
Total	99	94
Mean = 21.3	S. D. = 19.7	Median = 15.2

Perception of Response Time	Percentage	Number
5 minutes or less	15	18
6 - 10 minutes	25	29
11 - 15 minutes	26	30
16 - 30 minutes	26	30
31 minutes - 60 minutes	8	10
Over 60 minutes	0	0
Total	100	117
Mean = 17.4	S. D. = 13.2	Median = 14.6

Satisfaction with Response Time	Percentage	Number
Very satisfied	86	103
Somewhat satisfied	8	10
Neutral	2	3
Somewhat dissatisfied	2	3
Very dissatisfied	1	1
Total	99	120

standard deviation of twenty minutes.* The median time was fifteen minutes.* The mean of the actual response time was seventeen minutes, with a standard deviation of 13 minutes.* The median time was 15 minutes. Nearly 94% of the complainants were satisfied with the response time of the police officer.

It seems that there was not much difference between respondents' expectations of police arrival time and the actual arrival. Surprisingly, they expected a longer response time between their initial telephone call and the arrival of the police than actual response time, e.g., the mean of the expected time was twenty-one minutes while the mean of the actual arrival time was only seventeen minutes.

Table 4A illustrates the relationship between respondents' expectations and the actual time interval between their initial telephone call to the police department and the arrival of the police at the scene of the offense. It seems that with the majority of the citizens, the actual time interval coincided with the expected time interval; for example, 53% of those who expected a police arrival time of five to ten minutes, were in fact reached by police officers between five to ten minutes after they made the call to the police

*Standard Deviation (S. D.) is a measure of variability about the mean, or average, value. The standard deviation indicates how far away numbers on a list are from their average value.

Median is the value which is halfway down a list of values when they are ranked from largest to smallest. One-half of the values will have a higher value and one-half will have a lower value.

Mean is the average value, and is computed by taking a series of values, summing them, and dividing the sum by the number of values.

Chi Square (see page 7) is a test of statistical significance. It is useful in determining whether a systematic relationship exists between two variables.

Table 4A
 EXPECTATIONS OF TIME INTERVAL COMPARED
 WITH ACTUAL TIME INTERVAL
 (In percentages)

Actual Time Interval	Expected Arrival Time in Number of Minutes					
	5	5-10	11-15	16-30	31-60	Over 60
5 minutes	40	42	10	3	0	0
5-10 minutes	10	53	25	21	0	0
11-15 minutes	40	0	50	21	25	0
16-30 minutes	10	5	10	46	50	100
31-60 minutes	0	0	5	9	25	0
chi square = 60.3	sig. < .0001					

Table 4B

SATISFACTION WITH POLICE RESPONSE TIME BY PERCEPTION
 OF TIME INTERVAL BETWEEN CALL AND POLICE ARRIVAL
 (In percentages)

Satisfaction with Response Time	Reported Number of Minutes Between Call and Police Arrival				
	5	5-10	11-15	16-30	31-60
Very satisfied	100	100	90	75	40
Satisfied	0	0	3	17	40
Neutral	0	0	0	7	10
Somewhat dissatisfied	0	0	7	3	0
Very dissatisfied	0	0	0	0	10
chi square = 43.3	sig. < .0002				

department. Similarly, 50% of those who expected the time interval of eleven to fifteen minutes, got it.

This table also shows that actual arrival time was shorter than expected in some of the cases. Fifty percent (50%) of the citizens expecting a police response time of thirty-one to sixty minutes, actually got a response time of sixteen to thirty minutes, and 25% who expected a response time of thirty-one to sixty minutes were reached by police officers within eleven to fifteen minutes.

It seems that satisfaction with police response time was related to the respondent's perception of the time it took for the police to arrive (see Table 4B). One hundred percent (100%) of those who reported a response time of up to ten minutes were very satisfied with the response time, while 90% of those who reported an eleven to sixteen minute response time, and 73% of those who reported a sixteen to thirty minute response time, while only 40% of those reporting a response time of thirty-one to sixty minutes were very satisfied. On the contrary, 10% of the respondents who reported a response time of thirty-one minutes to one hour were dissatisfied, compared to other respondents who reported the response time to be up to thirty minutes.

Nearly 97% of the respondents (N=115) also felt that the quick arrival of the police officers may not have affected the outcome of the incident. The most frequent reason given was that the crime had been committed earlier and the offender had fled from the area (55%). Thirty-four percent (34%) of the respondents felt that the crime had been undetected for a period of time. Twelve percent (12%) had already caught the suspect before calling the police.

Of the three respondents who felt that quicker police arrival would have affected the outcome of the incident, one person who reported the incident of

destruction of property thought that a shorter arrival time would have resulted in less damage to his house; another mentioned that he would have gotten more witnesses who knew the shoplifter; and another thought that a quicker response time may have resulted in the apprehension of the suspect.

Evaluation of Police Officers' Action After Arrival on the Scene, and Their Attitudes

Tables 5 and 6 present data on complainants' expectations of police action, police officers' handling of the case after arrival on the scene of the offense, and the complainants' perceptions of the attitudes exhibited by the officers. Most of the complainants (91%) were satisfied with the action taken by the officers, and the majority also considered officers to be polite (98%), helpful (85%), and respectful (96%).

In only 24% of the cases did police officers make any suggestions for avoiding similar problems in the future. When answering the question, "What else do you feel the police should have done," 86% of the respondents felt that there was nothing more which the police officer could have done at the scene of the crime. Of the 18 respondents who felt that the police should have taken more action after arriving at the scene, 50% wanted more investigation, and 17% wanted better attitudes from the police officer (for instance, one response given was, "Not to imply that I was at fault or had anything to do with the item being missing."). Others mentioned increasing patrol in the area, follow-up action, recovery of missing items, etc.

Table 5
POLICE ACTION TAKEN AFTER ARRIVAL

<u>Types of Action</u>	<u>Actual Action</u>		<u>Expected Action</u>	
	<u>Percentage</u>	<u>Number</u>	<u>Percentage</u>	<u>Number</u>
Only report was taken	50	61	40	48
Investigated, looked and checked around	32	40	30	36
Suspect caught and removed from scene	11	14	19	23
APB Bulletin put out	2	2	3	3
Talked to suspect and parents	2	2	3	3
Other	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
Total	100	123	100	119
<u>Satisfaction with the Action</u>	<u>Percentage</u>		<u>Number</u>	
Very satisfied	73		95	
Somewhat satisfied	18		23	
Neutral	5		6	
Somewhat dissatisfied	3		4	
Very dissatisfied	<u>1</u>		<u>2</u>	
Total	100		130	
<u>Officer Made Suggestions on How to Avoid Similar Problems</u>				
Yes	24		32	
No	<u>76</u>		<u>99</u>	
Total	100		131	

Table 6

KINDS OF ATTITUDES EXHIBITED BY THE POLICE OFFICER

<u>Politeness</u>	<u>Percentage</u>	<u>Number</u>
Very polite	95	124
Somewhat polite	3	4
Neutral	0	0
Somewhat impolite	0	1
Very impolite	<u>1</u>	<u>2</u>
Total	99	131
<u>Helpfulness</u>		
Very helpful	81	106
Somewhat helpful	4	5
Neutral	12	15
Somewhat unhelpful	2	4
Very unhelpful	<u>0</u>	<u>1</u>
Total	99	131
<u>Respectfulness</u>		
Very respectful	94	123
Somewhat respectful	2	3
Neutral	2	2
Somewhat disrespectful	0	0
Very disrespectful	<u>2</u>	<u>3</u>
Total	100	131

Table 7

EXPECTATION OF POLICE ACTION RELATED TO ACTUAL POLICE ACTION

(in percentages)

<u>Actual Police Action</u>	<u>Expectation of Police Action</u>			
	<u>Only Report</u>	<u>Investigation</u>	<u>Suspect Apprehension/Removal</u>	<u>Other</u>
Only report	75	31	30	42
Investigation	21	69	9	8
Suspect apprehension/removal	2	0	52	0
Other	<u>2</u>	<u>0</u>	<u>9</u>	<u>50</u>
Total	100	100	100	100

Table 7 presents the relationship between citizen expectation of police action after the police's arrival at the offense site and the actual action that the officer took. It seems that, in most of the cases, citizens got the action which they expected. Thirty-one percent (31%) of those who expected some sort of investigation, 30% of those who expected suspect apprehension/removal, and 42% of those who expected some other actions (APB Bulletin, police officer talking to suspect and parents, crime lab investigation, recovery of items, etc.) did not receive what they expected. Only reports of these cases were taken.

Follow-Up Action on Reported Incident

Table 8 reports whether or not citizens expected follow-up action, the

action taken by police, and the satisfaction with the follow-up action taken.

Fifty-six percent (56%) expected the police to take some sort of follow-up action, but actual follow-up was taken in 42% of the cases. One respondent who expected follow-up but did not receive it, mentioned calling the police department to find out the status of the report. He found out that the case was lost in the computer. Sixty-four percent (64%) of those who had follow-up were very satisfied with it.

Table 8
INDICATION OF FOLLOW-UP ACTION

<u>Expected Follow-Up</u>	<u>Percentage</u>	<u>Number</u>
Yes	56	71
No	44	57
Total	100	128
<u>Actual Follow-Up Action Taken by Police</u>		
Yes	42	55
No	58	75
Total	100	130
<u>Evaluation of Follow-Up Action Taken</u>		
Very satisfied	64	35
Somewhat satisfied	18	10
Neutral	5	3
Somewhat dissatisfied	7	4
Very dissatisfied	5	3
Total	99	55

Table 9
EXPECTATION ABOUT FOLLOW-UP ACTION RELATED TO ACTUAL FOLLOW-UP ACTION TAKEN

<u>Actual Follow-Up</u>	<u>Expected</u>		<u>Did Not Expect</u>	
	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>
Follow-up action taken	59	42	23	13
Follow-up action not taken	41	29	77	43
Total	100	71	100	56
chi square = 15.04	sig. < .0001			

Table 9 reports the relationship between whether or not the citizen expected follow-up action and whether or not actual follow-up was done. Fifty-nine percent (59%) of those who expected follow-up received some follow-up action, but 41% of those who expected follow-up action did not receive any follow-up. It is interesting to note that 77% of those who did not expect follow-up action did not get any. (Since expectations were assessed after the incident had occurred, it seems as though the fact that they had received the follow-up action affected their response to the question, "Did you expect any follow-up action?")

Overall Evaluation of the Police Department

Table 10 presents information on respondents' overall evaluation of the Virginia Beach Police Department before and after the incident. As the table illustrates, more than one-half of the respondents (51%) regarded the Virginia Beach Police Department as an above average department. Nine percent (9%) of the respondents considered it to be one of the best in the country.

Similarly, a majority of them (60%) held the same opinion about the Virginia Beach Police Department even after their present contact with it. Those who changed their opinions tended to become more favorable (35%) rather than less favorable (5%).

Table 11 is a comparison of respondents' prior opinions about the Virginia Beach Police Department, and their opinions after the recent contact with patrol officers. Any change in their opinions is considered to be a result of the recent contact. The table shows that the typical response was no change of opinion after the incident. Respondents who changed their opinions as a result of their contact with the patrol officers tended to change in a more positive direction; for example, 39% of those who rated the Virginia Beach Police Department as above average rated them more favorably now. Twenty-three percent (23%) of those who previously rated the police department as average, gave it a more favorable rating after their recent contact with the police.

Table 10
OPINION ABOUT VIRGINIA BEACH POLICE DEPARTMENT

<u>Rating Before the Incident</u>	<u>Percentage</u>	<u>Number</u>
One of the best	9	11
Above average	51	60
Average	37	43
Very poor	<u>3</u>	<u>3</u>
Total	100	117
Change in Opinion About the Virginia Beach Police De- partment After the Incident		
More favorable	35	43
About the same	60	74
Less favorable	<u>5</u>	<u>6</u>
Total	100	123

Table 11

CHANGE IN OPINIONS AFTER THE INCIDENT
COMPARED TO PRIOR OPINIONS

	Less Favorable		About the Same		More Favorable		Total	
	%	N	%	N	%	N	%	N
Above average	2	1	59	41	39	27	100	69
Average	9	4	63	27	28	12	100	43
Below average	0	0	100	3	0	0	100	3

Responses by Sex of the Respondents

Although sex did not affect the responses to the majority of the questions, it is interesting to note that a higher percentage of females expected follow-up action, received it, and were satisfied with the action they received than were males (see Table 12).

Although a majority of both males and females were satisfied with police action after the arrival at the scene, a lesser percentage of females (88%) compared to 93% of males expressed satisfaction with the action police officers took after arrival. Sixteen percent (16%) of the females, compared to 12% of the males, also believed that something more should have been done by the police regarding the reported incident. It seems that a higher percentage of females (31% versus 21% of males) received some suggestions from the police officer involved as to how to avoid similar problems in the future.

Other findings show that females tended to expect more police action after their arrival than did males. While 45% of the males expected the police officer to only take a report after arrival at the scene of the incident, only 25%

Table 12

INDICATION OF FOLLOW-UP ACTION BY SEX

	Male		Female	
	%	N	%	N
<u>Expected Follow-Up</u>				
Yes	52	41	61	30
No	48	38	39	19
Total	100	79	100	49
<u>Actual Follow-Up Action Taken by Police</u>				
Yes	41	33	45	22
No	59	48	55	27
Total	100	81	100	49
<u>Evaluation of Follow-Up Action Taken</u>				
Very satisfied	58	19	73	16
Satisfied	21	7	14	3
Neutral	6	2	4	1
Dissatisfied	9	3	4	1
Very dissatisfied	6	2	4	1
Total	100	33	99	22

of the females expected only a report to be taken. On the other hand, 31% of the females, compared to 26% of the males, expected more investigation by the police officers, and 22% of the females, compared to 15% of the males, expected the officer to apprehend the suspect.

The actual action received by the respondents showed the same trend as their expectations. Fifty-two percent (52%) of the males, compared to 37% of the females, mentioned that officers only took a report of the incident. Thirty-seven percent (37%) of the females, compared to 27% of the males, received some kind of investigation by police officers at the scene of the incident.

Other findings show that a majority of males (63%) expected a police arrival time of eleven to thirty minutes, compared to 49% of the females who expected a police arrival time of eleven to thirty minutes. A higher percentage of females -- 35% versus 30% of males -- expected an arrival time of up to ten minutes. In reality, however, a slightly higher percentage of males (44% compared to 34% of the females) received quicker police services. In those cases, the officer arrival time was ten minutes or less.

In reference to the question, "What, briefly, were the suggestions made by the officer?" suggestions made by the police officer to the complainant can be grouped into three major categories: (1) better security; (2) improving the attitude of the complainant; (3) better follow-up.

Better security was the most frequent response. Officers' suggestions included better locks, better lighting, and removing property of value from view.

Improving the attitude of the complainant was the second most frequent response. The suggestions of the officers included better observations and reporting, how to cope with threatening situations in a calm manner, and

reassurance from the officer to the complainant (i.e., call back if any more problems).

The third most frequent response was categorized as follow-up. The complainant was advised to talk to the parents of children who caused problems and to take out a warrant on the suspect.

Some examples of responses are:

- To put a light outside during darkness (grand larceny)
- To obtain guard dogs (petit larceny)
- To keep calm and try to retain as much information about the caller as possible (threatening telephone calls)
- To check into babysitter's background more carefully (petit larceny)
- If something else occurs call the police immediately (destruction to property)
- To take out a warrant on the suspect

In reference to the question, "What are your suggestions for improving the service that you have received?" the responses can be grouped into five categories: (1) better distribution of manpower; (2) need follow-up; (3) increased pay for officers; (4) better response time; (5) better attitude.

Better distribution of manpower was the most frequent response. This category included such responses as more patrol, hire more police officers, misuse of police officers, larger detective staff and more officers on the street in high crime areas.

The need for more follow-up action was the second most frequent response. Responses were of such types as indication of progress information, failure of any follow-up and some definite follow-up system.

Better pay for officers was the third most frequent response. This category is self-planatory and includes such responses as "pay the officers more"

and "the policemen should get more pay for the risk involved."

Better response time was the fourth most frequent response and included such responses as "faster response time" and "some situations require the police to be there immediately."

Better attitudes of the dispatchers and officers was the least frequent response. This category included responses such as more concern for the victim, change some laws to help the police, and better attitudes.

Some examples of responses are:

- Increase number of police in high crime areas (runaway)
- Hire more police officers for better coverage in certain areas (destruction to property)
- Misuse of manpower (destruction to property)
- Some definite follow-up practice (petit larceny)
- Better follow-up and keep complainant informed of progress (grand larceny)
- Pay them more money (petit larceny)
- Should get paid more for risk involved (petit larceny)
- Faster response time (destruction of property)
- Some situations require the police to be there immediately -- fights in store (petit larceny)
- Dispatcher should be more interested (petit larceny)
- Be more concerned about victim (grand larceny)
- Change some laws to help the police (destruction to property)

Comparative Analysis of the Two Survey Results

A comparative analysis is presented of the two users' surveys conducted. One survey, the Telephone Reporting User survey, was designed to gauge citizens' satisfaction with the services provided by the Telephone Report Unit operation of the Virginia Beach Police Department. The second survey, the Direct Officers' Contact Survey, was designed to gauge citizens' satisfaction with direct contact with the services provided by Virginia Beach police officers. Tables are presented to show the comparison in citizens' attitudes and opinions.

Table 13 points to the citizens' perceptions of the kinds of attitudes exhibited by the police officers. The majority in both surveys feel that police officers are polite, helpful, and respectful. The Direct Officer Contact survey is more positive. Ninety-five percent (95%) of the citizens in the Direct Officer Contact Survey evaluate the officers as being very polite, 81% as very helpful, and 94% as very respectful. Eighty-seven percent (87%) of the citizens in the Telephone Reporting User survey evaluate the officer as being very polite, 65% as very helpful, and 82% as very respectful. This may be due to the nature of the contact with the police officers, by telephone or in person.

Table 14 indicates that, although more than one-half of the citizens in both surveys expected follow-up action, the percentage of citizens expecting this action is a little higher in the Telephone Reporting User survey (60%) than in the Direct Officer Contact survey (56%). Only 32% of the citizens in the Telephone Reporting User survey, however, compared to 42% of the citizens in the Direct Officer Contact survey, received some kind of follow-up action. Of those citizens who received follow-up action, a higher percentage in the Telephone Reporting User survey (73%) than in the Direct Officer Contact survey

Table 13

ATTITUDES EXHIBITED BY OFFICERS:
A COMPARISON OF TWO SURVEYS

(In percentages)

<u>Politeness</u>	<u>Telephone Reporting User Survey</u>	<u>Direct Officer Contact Survey</u>
Very polite	87	95
Somewhat polite	8	3
Neutral	3	0
Somewhat impolite	2	0
Very impolite	<u>0</u>	<u>1</u>
Total	100	99
<u>Helpfulness</u>		
Very helpful	65	81
Somewhat helpful	11	4
Neutral	18	12
Somewhat unhelpful	5	2
Very unhelpful	<u>1</u>	<u>0</u>
Total	100	99
<u>Respectfulness</u>		
Very respectful	82	94
Somewhat respectful	12	2
Neutral	5	2
Somewhat disrespectful	1	0
Very disrespectful	<u>0</u>	<u>2</u>
Total	100	100

Table 14

INDICATION OF FOLLOW-UP ACTION

(In percentages)

<u>Expected Follow-Up Action</u>	<u>Telephone Reporting User Survey</u>	<u>Direct Officer Contact Survey</u>
Yes	60	56
No	<u>40</u>	<u>44</u>
Total	100	100
<u>Actual Follow-Up Action Taken by Police</u>		
Yes	32	42
No	<u>68</u>	<u>58</u>
Total	100	100
<u>Evaluation of Follow-Up Action</u>		
Very satisfied	73	64
Somewhat satisfied	11	10
Neutral	7	5
Somewhat dissatisfied	4	7
Very dissatisfied	<u>4</u>	<u>5</u>
Total	99	99

(64%) indicated that they were very satisfied.

Table 15

EXPECTATION ABOUT FOLLOW-UP ACTION RELATED TO
ACTUAL FOLLOW-UP ACTION TAKEN

(In percentages)

Actual Follow-Up	Telephone Reporting User Survey		Direct Officer Contact Survey	
	Expected	Did Not Expect	Expected	Did Not Expect
Follow-up action taken	42	16	59	23
Follow-up action not taken	58	84	41	77
Total	100	100	100	100

Table 15 illustrates that in the Telephone Reporting User survey, only 42% of those citizens who expected follow-up action got it, while 59% of those in the Direct Officer Contact survey who expected follow-up received it. Similarly, 84% of the citizens in the Telephone Reporting User survey who did not expect any follow-up action did not receive it, while 77% of the citizens in the Direct Officer Contact survey did not expect, and did not receive, any follow-up action.

Table 16

OPINIONS ABOUT VIRGINIA BEACH POLICE DEPARTMENT

(In percentages)

Rating Before the Incident	Telephone Reporting User Survey	Direct Officer Contact Survey
One of the best	6	9
Above average	44	51
Average	41	37
Below average	5	0
Very poor	4	3
Total	100	100
Change in Opinion About the Police Department After the Incident		
More favorable	18	35
About the same	73	60
Less favorable	9	5
Total	100	100

Table 16 indicates that the overwhelming majority of citizens in both surveys evaluate the Virginia Beach Police Department as above average or average. However, citizens in the Telephone Reporting User survey are less positive than citizens in the Direct Officer Contact survey; for example, 9% of the citizens in the Telephone Reporting User survey rated the police department as below average, compared to 3% of the citizens in the Direct Officer Contact survey.

Summary

The overall evaluation of both the Telephone Reporting User and Direct Officer Contact surveys were very positive. The opinions of the citizens who used either the Telephone Reporting Unit or direct contact indicated that the attitudes of the Virginia Beach police officers were positive. The majority of citizens also rated the Virginia Beach Police Department as average or above average before the incident, and the majority rated the department the same after the incident. However, citizens in the Telephone Reporting User survey were a little less positive than citizens in the Direct Officer Contact survey. Similarly, even though a somewhat higher percentage of citizens in the Telephone Reporting User survey expected follow-up action, the actual follow-up action taken was less in that survey.

Conclusions and Recommendations

1. The extremely positive nature of the citizen contact with police officers who are taking a report should be maintained.
2. Care must be taken to ensure that the dispatchers' response to the citizen request for service is in accordance with the actual service delivered. Dispatchers, according to citizen reports, are saying: (a) that an officer will be there; (b) an officer will be there right away; (c) an officer will be there in a few minutes; and (d) an officer will be there as soon as possible.
3. Currently, one-fourth of the police officers taking reports are making crime prevention suggestions. It is recommended that this be increased. A clear policy related to officers making crime prevention suggestions should be established.
4. Police officers taking reports should briefly tell the citizen whether

or not to expect the incident to be investigated, or whom to call to determine if an investigation will take place. Citizens need to know whether or not follow-up action will be taken on their reports.

5. A comparative analysis of citizen satisfaction with processing reports by telephone or having a report taken by an officer in person, shows very high levels of satisfaction with both methods of report taking. This suggests that the police department could shift more reports to the Telephone Reporting Unit without increasing citizen dissatisfaction.

V. CITIZEN ATTITUDE SURVEY

Virginia Beach Police Department
Integrated Criminal Apprehension Program

CITIZEN ATTITUDE SURVEY

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Prepared Under and Funded by:

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Integrated Criminal Apprehension Program

June, 1979

Executive Summary

During May and June, 1979, a telephone survey of a random sample of 331 Virginia Beach residents was conducted to determine the citizens' attitudes toward the police department.

The citizens surveyed responded very positively toward the Virginia Beach Police Department. The Commonwealth's Attorney Office and the courts are less positively evaluated than the police department. The majority of the citizens did not change their satisfaction level over the last year. Most citizens feel safe in their neighborhoods both during the day and at night. The majority of citizens perceive no problems in law enforcement in Virginia Beach.

The analysis of citizens' attitudes by socio-economic background indicated that black citizens are somewhat less satisfied with the police department than white citizens. Similarly, younger (age group of 30 years of age or less), lower-income (annual family income of \$10,000 or less) and higher-educated (college and above) individuals were somewhat less satisfied than older, higher-income and less-educated citizens. Most of the citizens, regardless of socio-economic background, perceived no change in overall police performance and other aspects of law enforcement over the last year.

CITIZEN ATTITUDE SURVEY

Introduction

During the months of May and June, 1979, the Center for Urban and Regional Research evaluation team conducted a survey of the residents of Virginia Beach. The survey was conducted for two reasons: (1) to collect baseline data which can be used to gauge the effect of ICAP on citizens' perceptions of the police, and (2) to determine general citizen attitudes toward the Virginia Beach Police Department. The general citizen survey collected data about the following:

1. Sense of satisfaction and feelings of confidence in the Virginia Beach Police Department;
2. Citizens' perceptions about police professionalism;
3. Citizens' perceptions of changes taking place in the police department;
4. Perceptions about problems with various components of the criminal justice system; and
5. Feelings of safety.

Research Design

The interviews were administered by telephone using a 28 item questionnaire, (see Appendix A). The sample for this survey was a proportional stratified random sample of households from all regions of the city. The proportional sample of the regions of the city were drawn in cluster sample fashion as follows: the city was divided into sampling grids, a random sample of streets was drawn from each grid, a random sample of households from these streets was drawn, and the telephone numbers were found for each of these households. The number of households drawn was proportionate to the population in that grid so that each geographic grid is represented in the final sample in approximately the same

proportion that it is found in the overall city proportion. One exception to this procedure was exercised to increase the number of black respondents. Because of the low percentage (9%) that the black population of the city represents, a larger than proportionate number of blacks were sampled. In terms of the total sample of 331, the proportion of black respondents would have been 30 (9% of 331). This was considered to be too small a sample and would probably produce results unrepresentative of the black community. To compensate for this, a sample of 72 black respondents was selected, (see Appendix B).

Social Background of the Sample

Table 1, which presents the social background of the sample, shows that 64% of the respondents are female, 77% are white, 76% are above 30 years of age, and 46% have an annual family income of above \$20,000.*

* The interviewers were instructed to interview an adult member of the household selected in the sample. Females, the unemployed, and retired are somewhat overrepresented in the sample. This sampling distribution compares favorably to a 1000 person survey conducted by consultants for the City of Virginia Beach between November 1978 and March 1979.

Table 1
SOCIAL BACKGROUND OF THE CITIZENS

<u>Sex</u>	<u>Percentage</u>	<u>Number</u>
Male	36	119
Female	<u>64</u>	<u>212</u>
Total	100	331
<u>Race</u>		
Black	22	72
White	77	254
Other*	<u>1</u>	<u>5</u>
Total	100	331
<u>Age</u>		
30 and below	24	80
31 - 50 years	40	131
51 and above	<u>36</u>	<u>117</u>
Total	100	328
<u>Education</u>		
Below high school	18	58
High school graduate	34	114
Some college	24	79
College graduate	<u>24</u>	<u>79</u>
Total	100	330

(cont.)

Table 1 (cont.)
SOCIAL BACKGROUND OF THE CITIZENS

<u>Income</u>	<u>Percentage</u>	<u>Number</u>
\$10,000 or less	20	55
\$10,001 - \$20,000	34	93
\$20,001 or more	<u>46</u>	<u>126</u>
Total	100	274
<u>Occupation</u>		
Professional/Technical	17	56
Manager/Owner	10	32
Clerical/Sales	11	35
Skilled	6	20
Unskilled	4	13
Military	3	9
Other**	<u>49</u>	<u>163</u>
Total	100	328

* Includes Orientals.

** Includes retired, housewives, unemployed, students and disabled citizens.

Citizens' Satisfaction with Law Enforcement in Virginia Beach

The citizens surveyed responded very positively toward the Virginia Beach Police Department. An overwhelming majority (94%) were satisfied with overall police performance. Responses to other questions in this area indicated high levels of satisfaction and confidence. A majority of respondents were satisfied with crime prevention (72%), number of arrests (74%), the department's relations with the public (76%), fairness in law enforcement (83%), and aid to distressed citizens (89%), (see Table 2).

This table also points out that another facet of the criminal justice system, the Commonwealth's Attorney Office, is less positively evaluated than is the police department. One-half of the respondents are dissatisfied with the performance of the Commonwealth's Attorney Office.*

* It is, of course, possible that many respondents are only vaguely aware of the functions of the Commonwealth's Attorney Office.

Table 2
 CITIZENS' SATISFACTION WITH LAW ENFORCEMENT
 IN VIRGINIA BEACH
 (In percentages)

	<u>Very</u> <u>Satisfied</u>	<u>Satisfied</u>	<u>Dissatisfied</u>	<u>Very</u> <u>Dissatisfied</u>	<u>Total</u>	
					<u>%</u>	<u>N</u>
Satisfaction with overall job performance of Virginia Beach police	25	69	4	2	100	326
Satisfaction with Crime Prevention in Virginia Beach	9	63	25	3	100	309
Satisfaction with number of arrests made by the Virginia Beach police	6	67	25	2	100	231
Satisfaction with Virginia Beach Police Department's relations with the public	23	53	21	3	100	317
Satisfaction with fairness in law enforcement in Virginia Beach	12	71	15	2	100	295
Satisfaction with aid to distressed citizens	30	59	9	2	100	306
Satisfaction with performance of the Commonwealth's Attorney Office	6	44	42	8	100	245

The courts are also negatively evaluated by the respondents. As Table 3 illustrates, three-fifths (60%) of the respondents feel that the courts are too lenient in sentencing offenders. Only 35% feel that the courts are generally right in the way that they are sentencing offenders.

Table 3
SATISFACTION WITH COURT SENTENCING OF OFFENDERS

<u>Response</u>	<u>Percentage</u>	<u>Number</u>
Too severe	5	13
About right	35	95
Too lenient	<u>60</u>	<u>163</u>
Total	100	271

Citizens' Perceptions of Changes in Law Enforcement in Virginia Beach

Table 4 illustrates citizens' perceptions of changes in police performance. Responses to all questions related to possible changes due to implementation of ICAP indicated that on a perceptual basis (citizens' attitudes toward the police department), ICAP may have led to some positive changes.* A majority of citizens feel that overall police performance, crime prevention, number of arrests, aid to distressed citizens, and fairness in law enforcement have remained the same over the last year. In those cases where changes were noted

* Only 13% of the citizens surveyed had heard of the Integrated Criminal Apprehension Program. This suggests that the police department needs to establish a closer relationship with the media in order to ensure that the various ICAP activities are reported to the public at large.

they were more likely to be perceived as positive rather than negative. The only exceptions are the attitudes towards the Commonwealth's Attorney Office and the courts where changes were more likely to be perceived as negative rather than positive.

Table 4

CHANGE IN CITIZENS' SATISFACTION WITH LAW ENFORCEMENT
IN VIRGINIA BEACH DURING THE LAST YEAR

(In percentages)

	Better	Same	Worse	Total	
				%	N
Change in overall performance of Virginia Beach police	23	74	3	100	283
Change in crime prevention	23	67	10	100	287
Change in number of arrests made by Virginia Beach police	18	76	6	100	222
Change in Virginia Beach Police Department's relations with public	20	73	7	100	298
Change in fairness of law enforcement	15	80	5	100	276
Change in aid to distressed citizens	23	73	4	100	278
Change in Commonwealth's Attorney Office	11	74	15	100	226
Change in the way courts are sentencing offenders	9	69	22	100	253

Citizens' Feelings of Safety in the Neighborhood

Table 5 shows that the majority of respondents feel safe in their neighborhoods both during the day and at night. At the same time, the percentage of citizens who feel safe at night is less (96% feel safe during the day, compared to 71% who feel safe at night). A majority of respondents (52%) also considered their neighborhood to be safer than other neighborhoods.

Table 5

FEELINGS OF SAFETY IN THE NEIGHBORHOOD

	Percentage	Number
<u>Feel Safe Alone in the Neighborhood at Night</u>		
Very safe	30	100
Somewhat safe	41	135
Somewhat unsafe	18	58
Very unsafe	<u>11</u>	<u>36</u>
Total	100	329
<u>Feel Safe Alone in the Neighborhood During the Day</u>		
Very safe	69	227
Somewhat safe	27	91
Somewhat unsafe	3	9
Very unsafe	<u>1</u>	<u>4</u>
Total	100	331

(cont.)

Table 5

FEELINGS OF SAFETY IN THE NEIGHBORHOOD

<u>Opinion of Safety of Residential Neighborhood Compared to Others</u>	<u>Percentage</u>	<u>Number</u>
Less dangerous	52	165
About average	44	141
More dangerous	4	13
Total	100	319

Problems in Law Enforcement in Virginia Beach

From a sample of 331 respondents, there were 294 respondents who answered the question, "Do you think there are any major problems in law enforcement in Virginia Beach?" Sixty percent (60%) of those who responded think that there are no problems in law enforcement in Virginia Beach. Forty percent (40%) think there are some major law enforcement problems.

The problems were categorized into five general areas: (1) more police staff/better distribution of manpower/more pay for officers; (2) more uniformity in arrests and sentencing; (3) courts are too lenient or not consistent; (4) police-public communications/relations; (5) too much time spent on minor offenses.

Listed below are representative verbatim responses.

More police staff/better distribution of manpower/more pay for officers (most frequent response)

--The officers are stationed in the wrong areas -- more should be in residential areas.

--Need more manpower.

--The size of the city vs. the size of the police staff.

--Don't pay police enough money.

--Do have enough manpower for proper performance but not enough visibility.

More uniformity in arrests and sentencing (second most frequent response)

--They tend to take care of interest groups or persons with the money and not the general public.

--Blacks do not get the same protection as whites.

--Police Department favors treatment of tourists.

--Favoritism shown by race, position, and income.

Courts are too lenient or not consistent (third most frequent response)

--The courts are not consistent, they are either too lenient or too severe.

--The courts are too lenient with offenders which causes an increase in crime.

--Overcrowdedness in courts -- need more courts to adequately hear a case.

--Policemen are restricted by the courts.

Police-public communications/relations (fourth most frequent response)

--Better personal relations with business public.

--Not enough communication with the public.

Too much time spent on minor offenses (fifth most frequent response)

--Spend too much time on petty crimes.

--The beach police are not focusing on serious offenses in Virginia Beach.

Analysis of the Effect of Race on Citizens' Attitudes

When the responses were subjected to further analysis, patterns relating to the race of the respondent emerged. The effect of race upon the level of satisfaction consistently resulted in less satisfaction among black respondents. Black respondents were more dissatisfied with all facets of law enforcement in Virginia Beach. However, statistically significant differences among blacks and whites emerged in the evaluation of the overall job performance, relations with the public, fairness in law enforcement and aid to distressed citizens, (see Table 6).

Table 6

SATISFACTION WITH LAW ENFORCEMENT IN VIRGINIA BEACH
BY RESPONDENTS' RACE

<u>Overall Job Performance</u>	<u>Black</u>		<u>White</u>	
	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>
Satisfied	86	60	96	242
Dissatisfied	<u>14</u>	<u>10</u>	<u>4</u>	<u>9</u>
Total	100	70	100	251
Chi Square = 9.4		Sig. = .002		Yule's Q = -.59

<u>Relations with Public</u>	<u>Black</u>		<u>White</u>	
	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>
Satisfied	57	37	80	198
Dissatisfied	<u>43</u>	<u>28</u>	<u>20</u>	<u>49</u>
Total	100	65	100	247
Chi Square = 13.7		Sig. = .0002		Yule's Q = -.5

(cont.)

Table 6 (cont.)

SATISFACTION WITH LAW ENFORCEMENT IN VIRGINIA BEACH
BY RESPONDENTS' RACE

<u>Fairness in Law Enforcement</u>	<u>Black</u>		<u>White</u>	
	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>
Satisfied	68	39	87	202
Dissatisfied	<u>32</u>	<u>18</u>	<u>13</u>	<u>31</u>
Total	100	57	100	233
Chi Square = 9.6		Sig. = .002		Yule's Q = -.51

<u>Providing Aid for Distressed Citizens</u>	<u>Black</u>		<u>White</u>	
	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>
Satisfied	81	55	92	214
Dissatisfied	<u>19</u>	<u>13</u>	<u>8</u>	<u>19</u>
Total	100	68	100	233
Chi Square = 5.5		Sig. = .018		Yule's Q = -.45

<u>Crime Prevention</u>	<u>Black</u>		<u>White</u>	
	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>
Satisfied	66	43	73	175
Dissatisfied	<u>34</u>	<u>22</u>	<u>27</u>	<u>64</u>
Total	100	65	100	239
Chi Square = .93		Not Sig.		Yule's Q = -.16

<u>Number of Arrests Made</u>	<u>Black</u>		<u>White</u>	
	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>
Satisfied	71	34	74	132
Dissatisfied	<u>29</u>	<u>14</u>	<u>26</u>	<u>47</u>
Total	100	48	100	179
Chi Square = .05		Not Sig.		Yule's Q = -.07

(cont.)

Table 6 (cont.)

SATISFACTION WITH LAW ENFORCEMENT IN VIRGINIA BEACH
BY RESPONDENTS' RACE

Job of Commonwealth's Attorney Office	Black		White	
	%	N	%	N
Satisfied	59	29	48	93
Dissatisfied	41	20	52	100
Total	100	49	100	193

Chi Square = 1.5 Not Sig. Yule's Q = .22

Responses to all questions related to possible changes in the last year indicated that a majority of both black and white citizens feel that overall police performance and other aspects of law enforcement in Virginia Beach have remained the same over the last year. However, a slightly higher percentage of whites evaluated the overall job performance and crime prevention as better than before compared to blacks, whereas a slightly higher percentage of blacks rated the Virginia Beach Police Department better on the number of arrests made, fairness in law enforcement, and providing aid to distressed citizens than did white respondents.

Table 7

CHANGES IN CITIZENS' SATISFACTION WITH LAW ENFORCEMENT
IN VIRGINIA BEACH DURING THE LAST YEAR, BY RACE

Overall Job Performance	Black		White	
	%	N	%	N
Better	20	12	24	52
Same	75	46	74	161
Worse	5	3	2	5
Total	100	61	100	218
<hr style="border-top: 1px dashed black;"/>				
Crime Prevention				
Better	20	13	24	53
Same	67	43	66	145
Worse	13	8	10	21
Total	100	64	100	219
<hr style="border-top: 1px dashed black;"/>				
Number of Arrests Made				
Better	23	11	17	29
Same	69	33	78	133
Worse	8	4	5	9
Total	100	48	100	171
<hr style="border-top: 1px dashed black;"/>				
Relations with Public				
Better	20	13	20	46
Same	67	42	74	172
Worse	13	8	6	13
Total	100	63	100	231

(cont.)

Table 7 (cont.)

CHANGES IN CITIZENS' SATISFACTION WITH LAW ENFORCEMENT
IN VIRGINIA BEACH DURING THE LAST YEAR, BY RACE

<u>Fairness in Law Enforcement</u>	<u>Black</u>		<u>White</u>	
	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>
Better	21	11	14	31
Same	70	37	82	179
Worse	<u>9</u>	<u>5</u>	<u>4</u>	<u>9</u>
Total	100	53	100	219

<u>Providing Aid for Distressed Citizens</u>				
Better	26	17	23	47
Same	68	45	74	154
Worse	<u>6</u>	<u>4</u>	<u>3</u>	<u>7</u>
Total	100	66	100	208

<u>Job of Commonwealth's Attorney Office</u>				
Better	15	7	10	17
Same	78	36	73	129
Worse	<u>7</u>	<u>3</u>	<u>17</u>	<u>31</u>
Total	100	46	100	177

Analysis of the Effect of Age on Citizen Attitudes

When the responses were analyzed further by age, it was found that younger respondents (30 years or less) were less satisfied with different aspects of law enforcement in Virginia Beach than respondents of over 30 years of age. However, only in the evaluation of the crime prevention and relations with the public did the difference between age groups approach statistical significance.

Table 8

CITIZENS' SATISFACTION WITH LAW ENFORCEMENT, BY AGE

(In percentages)

<u>Citizen Satisfied With:</u>	<u>Age in Years</u>		
	<u>30 and below</u>	<u>31 - 50</u>	<u>51 and above</u>
Overall job performance of Virginia Beach police	93	95	94
Crime prevention in Virginia Beach	61	73	79
Number of arrests made by the Virginia Beach police	70	74	77
Department's relations with public	56	79	86
Fairness in law enforcement in Virginia Beach	80	83	85
Aid to distressed citizens	86	90	91
Commonwealth's Attorney Office	55	43	55

Analysis of the Effect of Income on Citizen Attitudes

Further analysis of the response by income showed that respondents with an annual family income of \$10,000 or lower were less satisfied with most of the aspects of law enforcement than were respondents with higher incomes. The differences in attitudes among the income groups approached a statistically significant level in their evaluation of the overall job performance of the police department, relations with public, and fairness in law enforcement.

Table 9

CITIZENS' SATISFACTION WITH LAW ENFORCEMENT, BY INCOME

(In percentages)

Citizen Satisfied With:	Income		
	Less than \$10,000	\$10,000 to \$20,000	\$20,000 And Above
Overall job performance of Virginia Beach police	85	98	95
Crime prevention in Virginia Beach	61	73	75
Number of arrests made by the Virginia Beach police	74	77	69
Department's relations with public	57	79	79
Fairness in law enforcement in Virginia Beach	66	87	88
Aid to distressed citizens	81	93	89
Commonwealth's Attorney Office	49	42	54

Analysis of the Effect of Sex on Citizens' Attitudes

Sex does not seem to play an important role in the differences in the citizens' attitudes. None of the differences in attitudes between males and females presented in Table 10 approached significant levels.

Table 10

CITIZENS' SATISFACTION WITH LAW ENFORCEMENT, BY SEX

Citizen Satisfied With:	Sex	
	Male	Female
Overall job performance of Virginia Beach police	94	94
Crime prevention in Virginia Beach	70	73
Number of arrests made by the Virginia Beach police	74	73
Department's relations with public	72	78
Fairness in law enforcement in Virginia Beach	87	81
Aid to distressed citizens	88	90
Commonwealth's Attorney Office	52	50

Analysis of the Effect of Education on Citizens' Attitudes

Analysis of the responses by respondents' educational level pointed out that, in general, higher educated citizens (college level and above) tend to evaluate various facets of law enforcement in Virginia Beach less positively than less educated citizens. However, the difference between citizens with

different educational backgrounds approached the statistically significant level only on their evaluation of the department's relations with the public.

Table 11

CITIZENS' SATISFACTION WITH LAW ENFORCEMENT, BY EDUCATION

Citizen Satisfied With:	Education			
	Less Than High School	High School Graduate	Some College	College Graduate
Overall job performance of Virginia Beach police	95	94	91	99
Crime prevention in Virginia Beach	77	65	76	75
Number of arrests made by Virginia Beach police	88	68	73	71
Department's relations with public	80	69	71	88
Fairness in law enforcement in Virginia Beach	83	79	80	92
Aid to distressed citizens	91	92	85	90
Commonwealth's Attorney Office	51	53	48	48

Perceptions of Police Performance and Safety by Contact

The data were further analyzed in terms of citizens who had had contact with the Virginia Beach Police Department and those who had not. An overwhelming majority (94%) of both groups indicated that they were satisfied with the overall job performance (see Table 12). A slight difference was found concerning aid to distressed citizens. Citizens who had had no contact (93%) were more positive than those who had (84%). Both groups were not as positive on the job of the Commonwealth's Attorney Office. Citizens who had had no contact (58%) were more positive than citizens who had (41%). Of those citizens who had no contact, 8% indicated that the courts were too severe compared to 1% of those who had contact (see Table 13). No statistically significant differences were found.

Table 12

CITIZENS' SATISFACTION WITH LAW ENFORCEMENT IN VIRGINIA BEACH, BY CONTACT

(In percentages)

Citizen Satisfied With:	Contact with Police Department	
	Contact	No Contact
Job performance of Virginia Beach police	94	94
Crime prevention in Virginia Beach	72	72
Number of arrests made by the Virginia Beach police	72	75
Department's relations with public	78	74
Fairness in law enforcement in Virginia Beach	83	83

(cont.)

Table 12 (cont.)
 CITIZENS' SATISFACTION WITH LAW ENFORCEMENT
 IN VIRGINIA BEACH, BY CONTACT
 (In percentages)

Citizen Satisfied With:	Contact with Police Department	
	Contact	No Contact
Aid to distressed citizens	84	93
Job of Commonwealth's Attorney Office	41	58

Table 13
 CITIZENS' SATISFACTION WITH COURTS, BY CONTACT

Response	Contact		No Contact	
	%	N	%	N
Too severe	1	1	8	12
About right	34	40	36	55
Too lenient	65	77	56	86
Total	100	118	100	153

Both groups of citizens perceive themselves as safe at night as well as during the day (see Table 14). Both groups indicate that they feel safer during the day than at night. A few more citizens who had no contact (75%) perceive safety at night than those who had contact (67%). When the citizens compared the safety of their neighborhood to others, more of those citizens who had contact (58%) perceived their neighborhood as less dangerous than those who had no contact (47%).

Table 14
 CITIZENS' PERCEPTIONS OF SAFETY, BY CONTACT
 (In percentages)

Safety at Night	Contact		No Contact	
	%	N	%	N
Safe	67	95	75	140
Unsafe	33	47	25	47
Total	100	142	100	187
Safety During the Day				
Safe	95	136	97	182
Unsafe	5	7	3	6
Total	100	143	100	188
Neighborhood Safety Compared to Other Areas				
Less dangerous	58	80	47	85
Average	38	52	49	89
More dangerous	4	6	4	7
Total	100	138	100	181

Satisfaction with Courts

It was seen before (Table 3) that 60% of the entire sample of citizens considered the courts to be too lenient in the way they sentence offenders. When this attitude toward the courts was subjected to further analysis by socio-economic background, it was found that a considerably higher percentage of whites evaluated the courts as lenient, compared to blacks. Similarly, a higher percentage of middle-aged (31 - 50 years) and older (51 and above), higher educated and higher income respondents considered the courts as too lenient, compared to young, less educated, and lower income groups.

Table 15
CITIZENS' SATISFACTION WITH COURTS
(In percentages)

<u>Race</u>	<u>Too Severe</u>	<u>About Right</u>	<u>Too Lenient</u>
Black	16	55	29
White	2	30	68
Chi Square = 32.7		Sig. = .0001	
<u>Sex</u>	<u>Too Severe</u>	<u>About Right</u>	<u>Too Lenient</u>
Male	6	36	58
Female	4	35	61
Chi Square = .68		Not Sig.	

(cont.)

Table 15 (cont.)
CITIZENS' SATISFACTION WITH COURTS
(In percentages)

<u>Age</u>	<u>Too Severe</u>	<u>About Right</u>	<u>Too Lenient</u>
30 and below	11	45	44
31 - 50	4	27	69
51 and above	1	36	63
Chi Square = 17.9		Sig. = .001	
<u>Education</u>	<u>Too Severe</u>	<u>About Right</u>	<u>Too Lenient</u>
Less than high school	7	44	49
High school	5	37	58
Some college	3	27	70
College graduate	5	34	61
Chi Square = 5.1		Not Sig.	
<u>Income</u>	<u>Too Severe</u>	<u>About Right</u>	<u>Too Lenient</u>
Less than \$10,000	5	43	52
\$10,000 to \$20,000	4	31	65
\$20,000 and above	4	31	65
Chi Square = 2.4		Not Sig.	

Perception of Safety in the Neighborhood

Table 16 shows that a slightly higher percentage of whites consider their neighborhoods as safe both during the day and at night than do blacks. Not surprisingly, a lower percentage of females perceived it as safe than did males. Similarly, a lower percentage of older people, less educated, and lower-income groups view their neighborhood as safe, compared to the younger, more educated, and higher income groups.

Table 17 shows that whites, males, young persons, more educated persons, and higher income groups tend to evaluate their neighborhoods as less dangerous than other neighborhoods in the city.

Table 16
PERCEPTION OF SAFETY IN NEIGHBORHOOD
(In percentages)

<u>Race</u>	<u>At Night</u>	<u>During Day</u>
Black	64	92
White	73	97
<hr/>		
<u>Sex</u>		
Male	86	100
Female	63	94
<hr/>		
<u>Age</u>		
30 and below	80	95
31 - 50	75	98
51 and above	61	95

(cont.)

Table 16 (cont.)
PERCEPTION OF SAFETY IN NEIGHBORHOOD
(In percentages)

<u>Education</u>	<u>At Night</u>	<u>During Day</u>
Less than high school	55	93
High school	69	99
Some college	78	95
College graduate	81	96
<hr/>		
<u>Income</u>		
Less than \$10,000	60	95
\$10,000 to \$20,000	68	96
\$20,000 and above	78	97

Table 17
PERCEPTIONS OF RESIDENTIAL NEIGHBORHOOD
COMPARED TO OTHER NEIGHBORHOODS
(In percentages)

<u>Race</u>	<u>Less Dangerous</u>	<u>Average</u>	<u>More Dangerous</u>
Black	46	48	6
White	53	43	4

(cont.)

Table 17 (cont.)

PERCEPTIONS OF RESIDENTIAL NEIGHBORHOOD
COMPARED TO OTHER NEIGHBORHOODS

(In percentages)

<u>Sex</u>	<u>Less Dangerous</u>	<u>Average</u>	<u>More Dangerous</u>
Male	61	35	4
Female	47	49	4

<u>Age</u>			
30 and below	56	39	5
31 - 50	51	47	2
51 and above	50	45	5

<u>Education</u>			
Less than high school	48	48	4
High school	45	52	3
Some college	58	38	4
College graduate	59	36	5

<u>Income</u>			
Less than \$10,000	48	44	7
\$10,000 to \$20,000	56	42	2
\$20,000 and above	54	45	1

Perception of Changes in Police
Performance by Socio-Economic Background

An analysis of the perceptions of changes in police performance over the last year as viewed by respondents in different age, sex, education and income categories, shows that a majority of the citizens feel that police performance in various areas has remained the same over the last year. However, in those cases where changes were noted citizens who are older (51 year and above age), female, higher income (\$20,000 or above annual income) and less educated (less than High School) tend to view the changes positively.

Conclusions

1. Citizens of Virginia Beach feel very positive about their police department. A clear majority are satisfied with crime prevention (72%), number of arrests (74%), relations with the public (76%), fairness in law enforcement (83%) and aid to distressed citizens.
2. Virginia Beach citizens are less satisfied with the performance of the Commonwealth's Attorney Office (50% satisfied).
3. A majority (60%) feel that the courts are too lenient in sentencing offenders. Only 5% feel that the courts are too severe in their sentencing.
4. A majority of the citizens surveyed felt that the police department remained the same over the last year. Those citizens who felt the department had changed were much more likely to report a positive change than a negative change.
5. The majority of Virginia Beach's citizens feel safe in their neighborhood both during the day and at night.
6. Although a majority of blacks are satisfied, black citizens are generally less positive towards all facets of law enforcement than white citizens. Statistically significant differences between black and white views are in the: a) evaluation of overall job performance; b) relations with the public; c) fairness in law enforcement; and d) providing aid for distressed citizens.

7. Whites are significantly more likely than blacks to feel that the courts are too lenient.
8. Individuals under 30 years of age and people earning \$10,000 or less annual family income were less positive than others in evaluations of the police department's relations with the public.
9. Citizens made various suggestions for improving law enforcement in Virginia Beach. These suggestions were: a) more manpower and pay; b) more uniformity in arrests and sentencing; c) less lenient and more consistent court sentences; d) better relations with the public; and e) less time should be spent on minor offenses.

VI. ANALYSIS OF OFFENSE REPORTS

VIRGINIA BEACH POLICE DEPARTMENT
INTEGRATED CRIMINAL APPREHENSION PROGRAM

ANALYSIS OF OFFENSE REPORTS (PD 18's):
QUALITY OF DATA INPUT INTO CRIME ANALYSIS

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ANALYSIS OF VIRGINIA BEACH POLICE DEPARTMENT'S
OFFENSE REPORTS (PD 18'S)

I. Introduction

The following report summarizes the results of a content analysis of PD 18's conducted by the ICAP evaluators from the Center for Urban Research and Service, Old Dominion University. Two hundred and ninety (290) reports were evaluated to determine the completeness and accuracy of information recorded. Approximately one-half of these reports were further analyzed by comparing them to the officers' work copies to identify errors which occurred during the transcription of the report. The general format of the report was assessed to determine if it conforms to the data requirements of the crime analysts since these documents serve as their primary information source. A flow chart of the PD 18 reporting system was developed in order to identify possible problem areas in the report flow.

II. Description of Sample

PD 18's reporting crimes which are tracked by the crime analysis units (burglary, robbery, sex crimes, destruction of property and larceny from vehicles) were analyzed for completeness and accuracy of information since the quality of data input into the crime analysis process was considered particularly important by the ICAP staff. The sample consisted of PD 18's taken during the month of July, 1979. Due to the large number of destruction of property and larceny from vehicle reports, a random sample of these reports was taken (approximately one-fifth of those reports taken during the month). The sample contains

290 reports; 90 were taken by first precinct officers, 58 by second precinct officers, 77 by third precinct officers and 65 by Telephone Reporting Unit (TRU) personnel.

Officers' work copies corresponding to 51% of the sample were obtained in order to make a comparison between the work copy and computerized printout of the report. The purpose of this comparison was to discern errors which occurred during the phone-in process. The majority of reports from the first and third precincts were matched with the corresponding work copy (76.7% and 92.2%), however, relatively few could be matched with second precinct reports, apparently because officers do not regularly turn in their work copies to the precinct headquarters. No work copies were obtained from the Telephone Reporting Unit since generally the report taking and entering of the report on the system is handled within the communications division.

Table 1 breaks down our sample of reports by crime type and precinct, and also presents the number of corresponding work copies which we were able to obtain.

Table 1
DESCRIPTION OF SAMPLE

Type of Offense	Precinct							
	1st		2nd		3rd		4th RU	
	Matched with Work Copy	Total PD 18's	Matched with Work Copy	Total PD 18's	Matched with Work Copy	Total PD 18's	Matched with Work Copy	Total PD 18's
Burglary	53	55	9	33	37	39	0	0
Robbery	3	5	0	3	1	1	0	0
Sex Crimes	4	13	0	8	7	10	0	0
Destruction of Property	7	13	0	10	17	17	0	18
Larceny from Vehicles	2	4	0	4	9	10	0	47
TOTAL	69	90	9	58	71	77	0	65
Percentage of Reports Matched with Work Copies	76.7%		15.5%		92.2%		0%	

III. Content Analysis

A. Completeness of Reports

(1) Line entries

Each of the 290 reports was carefully studied to determine the completeness of information recorded. The Basic Report Manual of the Virginia Beach Police Department which outlines the procedures for compiling offense reports was referenced for this component of the content analysis. Table 2 presents the percentage of reports which had various line entries completely omitted, while Table 3 summarizes the percentage of reports with incomplete line entries (i.e., only partial information).

Complete omission of information requested in line entries does not appear to be a serious problem. Most reports contained information which was specifically requested on the report form. Date of birth and age of victim were the entries omitted most frequently. In those reports where the person reporting the incident differed from the victim, the omission of age and date of birth information was not considered an error since the information might have been unobtainable.

In 8.5 percent of the larceny from vehicle reports taken by the Telephone Reporting Unit, the how attacked (where entered) information was missing, while in 6.4 percent of these reports there was no entry on means of attack. The instructions in the Basic Report Manual on how to complete these entries are somewhat unclear and may contribute to the high omission rate. The instructions state "complete this block only if the information requested relates to the offense." Based on this criteria, the entry does not need to be completed for sex offenses and destruction of property reports, however in most of these reports, some type of

Table 2
MISSING LINE ENTRIES

Missing Information	Error Rate (%) by Precinct			
	1st	2nd	3rd	TRU
Addresses	2.2	0	1.3	0
Phone Number	3.3	5.2	0	0
How Attacked (where entered)	0	2.5	0	8.5
Means of Attack	0	0	0	6.4
Value of Property Damage	1.4	2.1	1.5	1.5
Race	0	0	0	1.6
Age	7.9	2.0	2.0	1.6
Date of Birth	10.5	6.1	6.0	1.6

Note: The total number of cases (N) used in the above calculations varied as follows

Address and phone number calculations
N = all reports

1st precinct - 90; 2nd precinct - 58; 3rd precinct - 77;
TRU - 65

How attacked (where entered) and Means of Attack
N = only reports where information applicable

(Burglary, Robbery, and Larceny from Vehicle)
1st precinct - 64; 2nd precinct - 40; 3rd precinct - 50;
TRU - 47

Value of Property Damage
N = only reports where information applicable

(Burglary, Destruction of Property and Larceny from Vehicle)
1st precinct - 72; 2nd precinct - 47; 3rd precinct - 66;
TRU - 65

Race, Age and Date of Birth
N = reports in which individuals are victims

1st precinct - 76; 2nd precinct - 49; 3rd precinct - 50;
TRU - 61

Table 3
INCOMPLETE LINE ENTRIES

Incomplete Entry	Error Rate (%) by Precinct			
	1st	2nd	3rd	TRU
When Offense Occurred	2.2	3.4	0	3.1
Street Number or Name	1.1	5.2	0	1.5
Apartment Number	82.4	100.0	50.0	57.1
Phone Number	0	1.7	1.3	0
How Attacked (where entered)	23.4	22.5	22.0	23.4
Means of Attack	1.6	0	0	2.1
Victim's Name	0	0	3.9	3.1
Type Burglary (Residential or Commercial)	7.3	3.0	7.7	N/A

Note: The total number of cases (N) used in the above calculations varied as follows.

When offense occurred, street name or number, phone number and victim's name

N = all reports
1st precinct - 90; 2nd precinct - 58; 3rd precinct - 77;
TRU - 65

Apartment number
N = only reports which mentioned apartment number in one of the address entries

1st precinct - 17; 2nd precinct - 12; 3rd precinct - 10;
TRU - 7

How Attacked (where entered) and Means of Attack
N = only reports where information applicable

(Burglary, Robbery, and Larceny from Vehicle)
1st precinct - 64; 2nd precinct - 40; 3rd precinct - 50;
TRU - 47

Type Burglary
N = Burglary reports

1st precinct - 55; 2nd precinct - 33; 3rd precinct - 37

irrelevant information was recorded. For those reports in which the how attacked (where entered) and means of attack entries should be completed (burglary, robbery, and larceny from vehicles), the information was often vague and non-informative. The percentage of reports in which the how attacked (where entered) entry was incomplete was approximately 23 percent for all three precincts and the TRU. Entries were considered incomplete when precise information on where entry was gained and means of attack was reported in the narrative but omitted in the line entries. Means of attack information was generally consistent with the narrative information. However, in 46 percent of the burglary cases, officers stated the means of attack as merely hands and unknown tools, with no further elaboration on what type instrument (i.e., pry, blunt object, etc.).

The how attacked (where entered) and means of attack information could provide the crime analysts a source of quick reference if the officers listed more detailed information in these entries. In addition, if this information is to be used for computer programs which search the reports for specific methods of operation (MO's), more precise and informative data must be recorded. Officers should be better instructed as to what type of information should be recorded in these line entries, since the Basic Report Manual offers little guidance.

If the person reporting the offense is the victim, his/her address is listed twice on the PD 18. In the majority of reports where an apartment number should have been listed, the number was recorded for the person reporting the offense address, but was omitted on the victim's address entry. This

omission of apartment numbers ranged from a high of 100 percent for the second precinct to a low of 50 percent for the third precinct (see Table 3). The omission of apartment numbers can lead to problems since the user may call up only the victim screen on the computer terminal to obtain the victim's address, and will be unaware that the address information is incomplete. Therefore, the apartment numbers should be properly entered on all address line entries to eliminate the possibility that system users will access incomplete information.

The only other area where there appeared to be possible problems with incomplete line entries was burglary classifications. In several burglary reports officers failed to specify if the burglary was commercial or residential (see Table 3).

(2) Narrative section

The narrative portion of the offense reports contains the information most important to the report users (i.e., crime analysts and detectives). The quality of the narrative portion of the report was assessed based on criteria from the Basic Report Manual. The manual provides a list of questions to be addressed according to the crime being reported (see Appendix). Table 4 presents the percentage of reports omitting pertinent narrative information. In all reports the report taker is instructed to state whether the victim wishes to prosecute. The percentage of omission of this information ranged from a high of 35.5 percent for the first precinct to a low of 3.1 percent for the TRU.

Table 4

MISSING DATA IN NARRATIVE

Information Missing	Error Rate (%)			
	1st	2nd	3rd	TRU
<u>All Reports</u>				
Will victim prosecute	35.5	12.1	20.8	3.1
Location	2.2	0	0	0
Supervisor/Detective Notified	6.8	4.5	6.0	N/A
Suspect Information	15.5	3.3	9.1	28.6
Witness Information	0	12.5	25.0	50.0
<u>Burglary</u>				
Who discovered break-in	70.9	33.3	82.0	N/A
What time was it discovered	70.9	27.3	82.0	N/A
<u>Rape</u>				
Was victim taken to the hospital/by whom	50.0	N/A	50.0	N/A
Doctor who treated victim	50.0	N/A	50.0	N/A
Direction in which suspect fled & mode of transportation	100.0	N/A	50.0	N/A
<u>Larceny from Vehicle</u>				
Was vehicle locked	0	0	0	39.1
Detailed description of stolen articles	0	0	0	12.8
Where was the vehicle parked	25.0	20.0	30.0	44.7
<u>Destruction of Property</u>				
Who estimated damage	92.3	90.0	82.4	100.0

Note: The total number of cases (N) used in the above calculations varied as follows.

Table 4 continued

Supervisor/Detective Notified

N = only those reports where officer required to notify supervisor and/or detective (Burglary, Robbery and Sex Crimes)

1st precinct - 73; 2nd precinct - 44; 3rd precinct - 50

Suspect Information

N = reports in which suspect mentioned

1st precinct - 45; 2nd precinct - 30; 3rd precinct - 33;

TRU - 7

Witness Information

N = reports in which witness mentioned

1st precinct - 8; 2nd precinct - 8; 3rd precinct - 4;

TRU - 2

Was vehicle locked

N = Larceny from vehicle reports where vehicle was entered

TRU - 23

Rape

1st precinct - 2; 2nd precinct - 0; 3rd precinct - 2

For all other N's see Table 1 which presents number of reports by crime type.

One type of information recorded in the narrative which is especially important to the crime analysts is suspect descriptions. The officers are requested to include names, addresses, race, sex, clothing and other general descriptors on possible suspects, as well as mode of transportation. It was difficult to assess the quality of suspect descriptions since there was no way of determining how much information was available to the officer. However, using a conservative estimate in which we noted only obvious omissions, the percentage of reports which mentioned a suspect but failed to report all relevant information on the suspect ranged from a high of 28.6 percent for the Telephone Reporting Unit to a low of 3.3 percent for the second precinct.

Witness information reported in the PD 18's is important to the detective when conducting his follow-up investigation. Witness information requested includes names, addresses and phone numbers. In the reports which mentioned that there was a witness to the crime, the omission of pertinent witness information ranged from a high of 50 percent for the TRU to no omissions for the first precinct. The total number of reports which mentioned a witness was small, therefore the calculated percentages may not be totally representative. The Basic Report Manual directly asks "Were there any witnesses?" While some officers stated if there were no witnesses, the majority did not. None of the first precinct officers or TRU personnel noted if there were no witnesses, while only 8.6 percent of the second precinct officers and 7.3 percent of the third precinct officers specifically stated if there were no witnesses.

For burglary reports the Basic Report Manual states that the officers should note who discovered the break in and at what time. The majority of officers in the first and third precincts failed to report this information. Important information was also omitted in the rape reports which were analyzed. In one out of two reports in both the first and second precincts, the officers failed to report relevant information on the medical treatment of the victim. Neither of the first precinct reports stated the direction in which the suspect fled and his mode of transportation, and one of the third precinct reports omitted this information also. It should be noted that the number of rape reports included in the sample is very small.

In the larceny from vehicle reports, the major omission in the narrative information was the exact location of where the vehicle was parked. This data can be important to the crime analysts in correlating similar crimes. Officers should state if the vehicle was parked in a driveway, in front of the residence or in a parking lot. The TRU personnel omitted this information 44.7 percent of the time, while patrol officers failed to record the exact location approximately 25 percent of the time. The TRU personnel failed to note if the vehicle was locked or unlocked in 39 percent of the larceny from vehicle reports. While this information is not specifically required in the Basic Report Manual instructions, it is very useful information for the crime analysts in discerning similar methods of operation. A detailed description of stolen articles was missing in 12.8 percent of the larceny from vehicle reports taken by the TRU. Examples of omissions included the brand name or color of stolen

CONTINUED

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articles. In many of the larceny from vehicle reports, a detailed description of the vehicle from which the item(s) was stolen was included (i.e., vehicle license number, model, year, and color), with little description given on the actual item(s) stolen.

The Basic Report Manual states that for destruction of property reports, the person estimating the damage should be identified. Very few of the officers provided this information.

B. Accuracy

Accuracy of information contained in the PD 18 was evaluated by comparing data in various documents. (1) The computerized printout of the reports was compared to the patrol officers' work copies to identify errors made during the transcription of the reports. (2) A few PD 3's corresponding to our sample of PD 18's were analyzed to establish information recorded on the PD 18's which was found to be inaccurate during the follow-up investigation. (3) The contents of the PD 18's line entries and the narrative portion were compared to check for possible internal discrepancies. (4) Accuracy of some of the information in the PD 18's such as phone numbers, addresses, etc., was checked with the information available in the telephone directory and city directory.

(1) Comparison with work copies

Table 5 presents the list of errors which occurred during the transcription of the reports by precincts. For this purpose, the error was defined as any information omitted in the computerized printout which was contained in the officers' copy, or information reported incorrectly in the final report which was recorded accurately on the officer's copy.

Table 5
TRANSCRIBING ERRORS

Errors	Error Rate (%) by Precinct		
	1st	2nd	3rd
Date/Day	2.9	22.2	2.8
Time (offense/recovery)	1.4	11.1	2.8
Zone	1.4	0	2.8
Name/Initials	11.6	11.1	12.7
Phone Number	4.3	11.1	4.2
Address (both # and street)	4.3	0	2.8
Street Name	7.2	0	9.8
Apartment Number	1.4	0	4.2
Means of Attack	1.4	0	2.8
Officer Name/Code	1.4	0	1.4
Value of Property Damage	2.0	0	1.6
Race	0	0	1.4
Estimated Value	0	11.1	2.8
Subdivision	1.4	0	0
Incomplete Narrative	4.3	0	0

Note: Only those offense reports which had the matched PD 18 work copies were analyzed. The total number of cases (N) used in the above calculations varied as follows.

All entries except value of property damaged
N = all matched reports
1st precinct - 69; 2nd precinct - 9; 3rd precinct - 71

Value of property damaged
N = only reports where information applicable
(Burglary, Larceny from Vehicle Destruction of Property)
1st precinct - 49; 2nd precinct - 9; 3rd precinct - 63

The table shows that the second precinct has a considerably high error rate in Date and Day entry. But this error rate may have been inflated due to the very low number of cases in the second precinct compared to the other two precincts. Only nine matched work copies were available in the second precinct. Actually, there were only two cases in each precinct where Date/Day entry differed from the work copy.

The other category with a high error rate in all three precincts is Name/Initials. In the majority of these cases either the victim's name (or reporting person's and suspect's in several cases) was inaccurately spelled or initials were left out in the computerized PD 18.

The Street Name entry also led to a high error rate in the first and third precincts. In some of these cases the street was incorrectly spelled, while in others the street extension was inaccurate. This inaccuracy may cause detectives and crime analysts to encounter difficulties when trying to locate the exact place of occurrence, as there are many streets with the same name but different extensions.

Discrepancy in the phone number of the victim or reporting person also constituted an important error in the transcription of the reports. Incomplete Narrative errors included cases where some part of the narrative information in the work copy was omitted in the PD 18.

For transcribing errors, it was difficult to identify where the fault lies. The patrol officer might have dictated the information improperly or the offense clerk might have entered it inaccurately.

(2) Comparison with PD 3's

Originally it was planned to obtain all the Investigative Reports (PD 3's) corresponding to the offense reports in the sample and compare them with the PD 18's to establish if information recorded on the PD 18's was found to be inaccurate during the follow-up investigation, particularly information such as suspect description, witness description, victim name and address. This inaccuracy does create a problem to crime analysts because they do not receive copies of PD 3's and so they are unaware of any corrections noted by the detectives.

All the PD 3's could not be obtained as planned because many of them had not been entered in the system at the time this analysis began. As of August 6, we were able to obtain 33 PD 3 reports corresponding to offense reports in our sample. However, some PD 3's refer to more than one offense report, so we were able to compare 38 offense reports with the available PD 3's. No effort was made to obtain more PD 3 reports at a later date because the comparison of the available reports was not found to be as helpful as we had anticipated, because there was little common information in the two reports to compare. Many times, even the suspect or witness description recorded in the PD 18 was not repeated in the PD 3.

Table 6

DISCREPANCY BETWEEN PD 18 AND PD 3

<u>Discrepancy</u>	<u>Error Rate (%) by Precinct</u>		
	<u>1st</u>	<u>2nd</u>	<u>3rd</u>
	N=18	N=13	N=7
Place of Offense	0	7.7	0
Victim's Name	0	7.7	0
Suspect Information	0	15.4	0
Witness Information	0	7.7	14.3

Table 6 shows that there were not many discrepancies between the PD 18's and PD 3's. The first precinct reports did not have any discrepancy and the third precinct had only one report where witness information was wrong. The second precinct has the highest error rate in this case -- 15.4 (N=2) in suspect information, 7.7 (N=1) each in place of offense, victim name and witness information.

(3) Comparison of line-entries with narrative portion

The PD 18's were also analyzed to find out the discrepancies between two line entries or a line entry and the narrative portion of the report. As can be seen by looking at Table 7, there are not many discrepancies within the PD 18. The highest error rate is in phone numbers given in two line entries. This error occurred in only those reports which were taken by the Telephone Reporting Unit.

(4) Inaccurate information

Table 7 also presents other inaccuracies found in the PD 18 reports. These errors were identified by cross-checking the information, particularly phone numbers, address and name in the telephone directory. The largest errors were found in the phone numbers and addresses of the victims or reporting persons. The inaccuracy in the day entry occurred when the date given did not correspond with the day of the week cited in the report.

An assessment was also made to determine the validity of crime classifications (i.e., is the crime that is reported actually the crime that occurred). The majority of inaccurately classified offense reports were handled by the Telephone Reporting Unit; four destruction of property reports should have been classified

as burglary, and one should have been classified as a larceny from vehicle. In three Larceny from Vehicle reports the value of the stolen goods did not correspond to the classification of grand or petit larceny.

Wrong spelling of simple and obvious words were considered as typing errors. The percentage of typing errors is presented in Table 7, ranging from a high of 13% for third precinct reports to 5.2 percent for the second precinct. In addition, there were some reports in which the sentences were half-finished, improperly worded, or which contained unclear contents (see Table 7). Table 8 provides information about the error rates in all the offense reports analyzed, by precinct and offense type. The error rate is high because most of the reports did not have some of the information in the narrative which the Basic Manual Report requests -- for example, information on who discovered the burglary and at what time was missing in the majority of burglary reports. Some of the reports had only minor errors like not giving the apartment number in all the relevant entries. There were very few reports with more than two or three errors.

Table 7

DISCREPANT AND INACCURATE DATA WITHIN PD 18'S

Discrepancies Between Line Entries and/or Narrative	Error Rate (%) by Precinct			
	1st	2nd	3rd	TRU
Time of Offense/Recovery	0	3.4	0	0
Name/Initials	0	1.7	0	1.5
Apartment Number	0	0	1.3	0
Phone Number	0	0	0	6.1
Means of Attack	0	0	1.3	0
<u>Inaccurate Data</u>				
Day	0	3.4	1.3	0
Name	0	0	1.3	0
Address	5.5	0	0	0
Phone Number	1.1	8.6	0	1.5
Crime Classification	2.2	3.4	0	6.1
<u>Errors</u>				
Typing Error--Misspelled Words	5.5	5.2	13.0	7.7
Unclear Sentence	0	6.9	7.8	0

Table 8

REPORTS WITH ONE OR MORE ERRORS

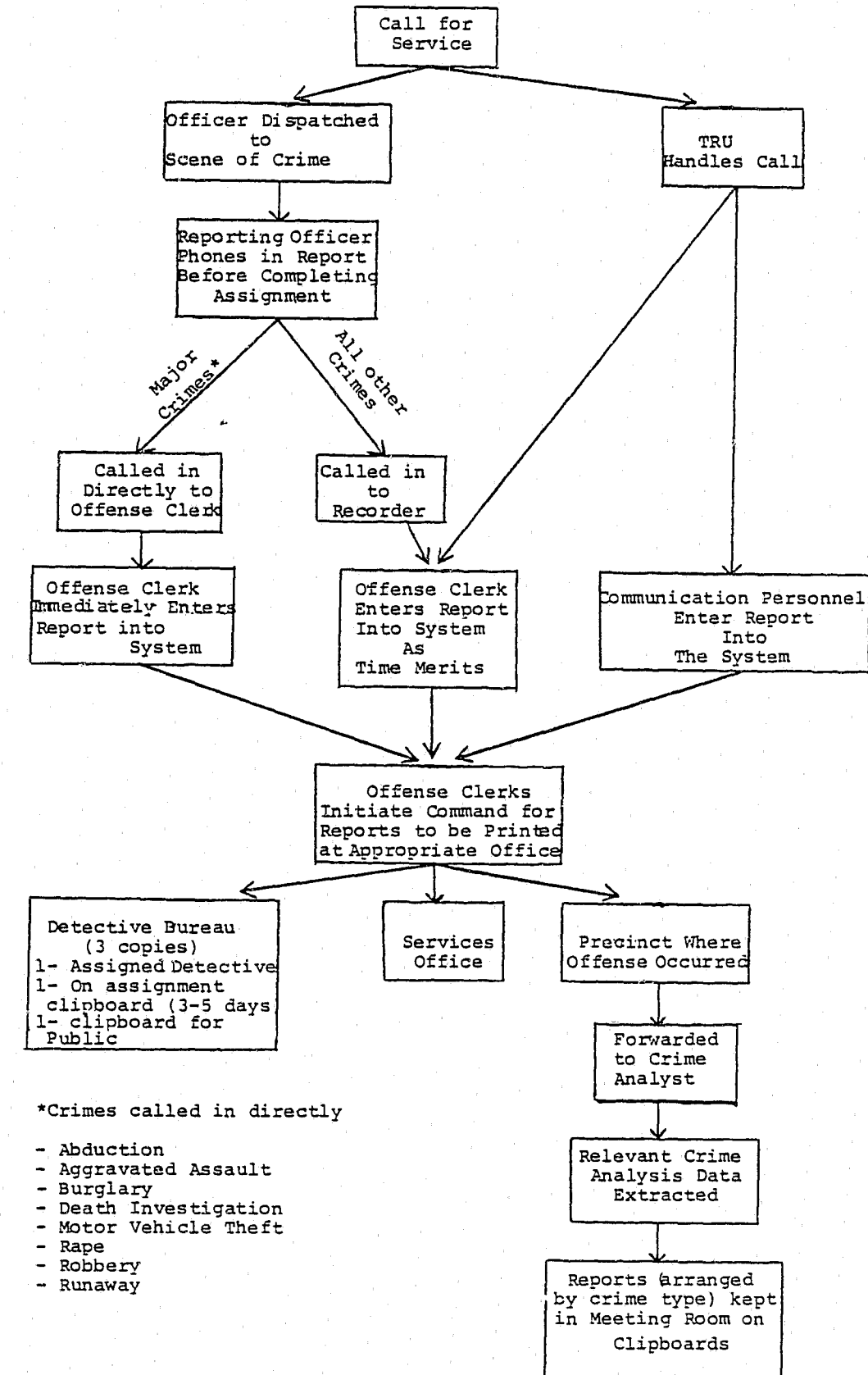
Offense Type	Precinct							
	1st % Number	2nd % Number	3rd % Number	TRU % Number	1st % Number	2nd % Number	3rd % Number	TRU % Number
Burglary	96.4	53	72.7	24	97.4	38	---	---
Sex Crimes	69.2	9	75.0	6	90.0	9	---	---
Robbery	40.0	2	100.0	3	0	0	---	---
Larceny from Vehicle	75.0	3	50.0	2	70.0	7	80.8	38
Destruction of Property	92.3	12	90.0	9	88.2	15	100.0	18
TOTAL	87.8		75.9		89.6		86.1	

IV. System Flow of PD 18's

Figure one presents a simplified flow-chart of the PD 18 reporting system. Although the offense reporting system is highly automated, there still exists the possibility of human error at each step in the system. Several areas which we identified as potential problem areas through our conversations with individuals within the Virginia Beach Police Department include the following. The phone-in process introduces the possibility of transcribing errors. If officers fail to speak slowly and clearly, and do not spell out all names when dictating their report, the final report may include inaccurate data, spelling errors and unclear sentences. In addition, the offense clerks may have to devote unnecessary time to searching for the correct information. It is essential for officers to read the information in the proper sequence so that no entries will be omitted. Through our analysis of transcribing errors, it appears the greatest number of errors occur in names of individuals, addresses and phone numbers. This finding reinforces the need to spell out all individuals' names clearly, and also to spell the names of similar sounding streets or streets in new subdivisions with which the offense clerks may be unfamiliar. Reports which are not properly dictated will lead to unnecessary time expenditures by the offense clerk, patrol supervisor and the reporting patrol officer. In case reports are not properly recorded during the phone-in process due to a malfunction of the taping machine, officers should always retain their original work copies at least 24 hours.

The offense clerks initiate the command which allows the reports to be printed out in the detective bureau, precinct offices

Figure 1
System Flow of PD 18's



and services office. If an incorrect command is typed, the reports will not be properly distributed to the designated offices. At a later date in the ICAP evaluation, a check will be made to determine what percentage of reports are not received by the crime analysts.

At the present time, quality control is not included in the computerized reporting system. Although the patrol supervisors are responsible for reviewing reports, it appears they are not reviewed on a regular basis by all supervisors. When the supervisors do discover errors in PD 18's, the reporting officer is notified, but the information is not corrected on the computerized report in the system. In order for quality control to be useful, there must be some means to edit the report on file and to forward important corrections to report users. The more quickly the corrected information could be forwarded to users, the more useful will be quality control. Detectives need the corrected information before beginning their investigation and the crime analysts need all pertinent data as quickly as possible. The quality controllers may need to review both the work copy and computerized copy of the report so that transcribing errors can also be corrected. A workable means to edit reports on the system and notify users of important changes must be developed so that the maximum utility from quality control efforts can be realized.

V. Conclusion

Our content analysis of PD 18's offers the following conclusions. Omission of pertinent data in the line entry portion of the PD 18 does not appear to be a serious problem with the exception of two entries; apartment numbers of victim/person reporting offense and how attacked (where entered). The frequent

omission of apartment numbers in the address entries may result in data users obtaining less than complete victim address information. The utility of the how attacked (where entered) entry would be significantly increased if officers would record more specific and detailed information. For example, rather than stating "door" as where the premises was entered, the officer should state the exact means of entry, such as "unlocked rear door." In addition, in almost half of the burglary reports (46%) officers stated means of attack as merely hands and unknown tools. While the exact type of tool may be unknown, (i.e., screwdriver, wrench, etc.), officers should at least specify its general classification such as pry tool, wirecutter, blunt object, etc. The how attacked (where entered) and means of attack entries could be better utilized if the quality of the information improved.

The rate of transcribing errors on the various entries was minimal in most cases. However, incorrect spellings of individuals' names and street names might be considered a potential problem (see Table 5). These transcribing errors may be due to officers not spelling individuals' names and street names when dictating the reports. Data recorded by the officers was generally found to be accurate (see Table 6 and 7).

The major problems identified in our content analysis were contained in the narrative portion of the report. Much of the information which the Basic Report Manual instructs the officers to record was frequently omitted (see Table 4). This omission of pertinent data in the narrative creates a serious problem since this data serves as the crime analysts' primary source of information in detecting crime patterns. Officers should try to obtain complete physical descriptions of suspects; victims should be

encouraged to report any details they remember about the suspect. In addition, the details of the incident should be carefully documented so that similarities in modes of operation in various crimes can be identified. All witness information should be recorded so that detectives assigned to the case will have no problem in contacting witnesses at a later date.

The utility of some of the information requested in the Basic Report Manual was not clear; for example, who estimated the damage in destruction of property reports, and who discovered the break in and when for burglary reports. The importance of this information may not be apparent to the patrol officers and may be one reason why the omission rate is so high. All information which the officers are requested to report should be used for some purpose so that time is not devoted to collecting data which will never be utilized.

VI. Recommendations

1. The PD 18 format should be revised. More line entries should be included in the report so that pertinent data is directly requested. The omission rate for line entries was minimal for most entries while the omission rate of narrative information was high, suggesting that officers are more likely to supply information if it is directly requested on the report form. Information which is presently reported in the narrative which should be recorded in a line entry includes suspect information: name, address, sex, age and general description; and witness information: name, address, home and business phone numbers. In addition, the names and addresses of all persons canvassed should be recorded in a line entry.
2. The Basic Report Manual should be revised to instruct patrol officers to record information important to report users (i.e., crime analysts and detectives). Examples of additional information which might be requested include:
 - Burglary
 - means of egress
 - what suspect did while inside building
 - was forced used
 - Armed Robbery
 - description of weapon used
 - Larceny from Vehicle
 - was vehicle locked or unlocked
 - Rape
 - Exactly where offense occurred (i.e., vehicle, open area, wooded area, building)

- how suspect carried out crime (threats, weapons, degree of force)
- actual sex acts which forced to perform

3. Officers should be instructed to enter "not available" (NA) in the entries where information cannot be obtained. When entries are left blank there is no way of knowing if the information is not available or if the officer failed to ask for the information. For example, it is crucial for investigative division supervisors to know if model and serial numbers are not obtainable or if the officer merely failed to report them, since this information is used to determine if the case is assignable.

4. A training session should be held which informs patrol officers of all information they are required to report. It may be useful at these sessions for a crime analyst and a detective to be present to discuss their data needs and explain how the requested information is used.

5. A quality control process must be instituted to ensure that accurate and complete data is being entered into the system. The capabilities of the computerized system are only as good as the data which is entered into it.

VII. EVALUATION OF CRIME ANALYSIS UNIT

Virginia Beach Police Department
Integrated Criminal Apprehension Program

VIRGINIA BEACH CRIME ANALYSIS UNIT OPERATIONS

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Department of Police

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VIRGINIA BEACH CRIME ANALYSIS UNIT OPERATIONS

Introduction

The following report serves as a descriptive summary of the operations of the Virginia Beach Crime Analysis Unit (CAU) in early 1980. An overview of the operational elements (data input, data maintenance, information analysis and information output) is presented. The crime analysis system consists of three separate precinct offices, each staffed by a crime analyst and a part-time clerk, as well as a rotating crime analysis trainee. The crime analysis training system was established to expose patrol officers to the operations of the Crime Analysis Units. A crime analysis coordinator operates out of central headquarters with the responsibility of coordinating the efforts of the three precinct officers. The Crime Analysis Unit was operationalized in the spring of 1979. The various precinct offices began operating at different times throughout the spring. The Unit is located within the Uniformed Division of the Virginia Beach Police Department. The rough draft of the report was submitted to the crime analysts for their review. Their comments and suggestions are incorporated into this final report.

Target Crimes

Each of the precinct offices tracks the following target crimes: robbery, sex crimes, commercial and residential burglary, larcenies from auto, and destruction of property. The level of effort expended in tracking the above crimes varies somewhat depending upon the severity of the crime. (Robbery, sex crimes, burglaries, and larcenies from auto have the highest priority, with less attention devoted to destruction of property incidents.) Due to varying characteristics between the three precincts -- for

example, the rapid growth and new construction in the First Precinct and the Second Precinct's resort area -- the analysts track crimes unique to their particular precinct in addition to tracking the target crimes. The Second Precinct analyst tracks "beach" larcenies during the summer months, while the First Precinct office analyzes larcenies from construction sites when these become a problem. First and Third Precinct offices track motor vehicle thefts and recoveries; however, the Second Precinct analyst does not monitor these incidents due to the large number of false reports received. The Third Precinct analyst also plots prowler incidents since they may be correlated with sex crimes or burglaries.

Data Inputs

The basic source of information is offense reports (PD 18's). PD 18's are printed out at the precinct stations immediately after being entered into the system, and forwarded to the Crime Analysis Office. The analysts sort the reports by crime type, then read those PD 18's reporting target crimes. The PD 18's provide important information such as unique methods of operation, suspect descriptions, stolen property, dates, times, and locations of occurrences. After the offense reports are read, the incidents are plotted on spot maps. Each dot is coded with the date and shift of occurrence. (On three-month maps, dots record month and date.) The spot maps serve as the major tool in discerning geographic patterns. Spot maps now reflect suspects and/or arrests also. All target crimes are spot mapped, with the exception of robberies and sex crimes in the Second Precinct which are not spot mapped due to the small volume. After the incidents are spot mapped, necessary files are updated. Various files are generated from information contained in the PD 18's. These include summary sheets, neighborhood index, business classification index, and suspect files if a suspect description is given or an arrest

is made. After necessary records are updated, the offense reports are stored.

Another important source of information for the crime analysts is the Field Interview cards. Patrol officers submit Field Interview (FI) cards to the analyst after interviewing individuals engaged in suspicious activities, or after observing suspicious activities or vehicles. The analyst reads all FI cards and checks to determine if the individual interviewed has a prior record, then updates necessary files. FI cards serve as a major information source for known offenders and possible suspects.

Additional information sources used vary among the three precincts. The following offers a general outline of other information inputs, by precinct.

Third Precinct

Miscellaneous Report

Third Precinct officers submit miscellaneous reports to the analyst when answering a prowler call. The Third Precinct analyst tracks prowler calls as a possible tie-in with sex crimes or burglary incidents.

Second Precinct

Arrest Report

Arrest reports are printouts of persons arrested, by precinct, including names code numbers, and arresting officers. Arrest Reports are not used extensively since they list all persons arrested, not just those arrested for target crimes.

In addition to the above information sources, the analysts regularly receive certain computer printouts. The CADS Report is a daily printout of all calls for service in the previous 24 hours which includes crime type, victim, zone, detective assigned, and officer assigned. The First Precinct does not get CADS Reports. However, personnel can use microfiche files in the radio room. The OGPR is a printout of all crimes reported. Crimes are listed chronologically, according to the time when the report was taken.

Analysts are now receiving alphabetical listings of victims of crimes.

The precinct offices do not presently receive supplementary or arrest reports. To help alleviate this lack of information on case status, the Investigative Division is now forwarding memos listing cleared cases to each Crime Analysis Office. Information recorded on each memo includes the offense number, names of suspects or persons arrested, the precinct in which the offense occurred, the detective assigned to the case, and the disposition of the case. These Investigative Division memos are used to update the status of crimes tracked by the analysts. Informal contact with patrol officers and neighboring cities' crime analysts serves as another useful source of information.

Files Maintained

Index Files

Master Name Index

A file of names of individuals field interviewed. The file is maintained alphabetically by the last name of the suspect. Information recorded includes name, address, race, sex, DOB, Social Security Number, date, and place of field interview.

Alias/Nickname File

An alphabetical file of aliases of known offenders. Information recorded on cards includes alias, real name, and address. Alias file information is derived from FI cards. This information is also available on TRACER.

Known Offender File

A file of known offenders operating in the Virginia Beach area. Sources of names include FI cards, officer contact, and PD 18's to a limited degree. Information on individual is obtained from TRACER and includes the following: name, address, description, prior crimes, associates, methods of operation, and vehicle. The information is filed alphabetically by last name. The Second and Third Precincts use an index file. The First Precinct uses a Rolex file when victims must identify a suspect. It also files information by zone.

Career Criminal Notebook
(First Precinct) A file by zone of career criminals' present address in a notebook kept in the muster room for easy reference by patrol officers. (Called the Known Offender File.)

Known Offender Picture File
(First and Second Precincts) A Rolex file arranged by sex and race, then by last name. A photo is included on one side of the card with identifying information on the other side so the file can be used to aid victims in identifying suspects. (The Rolex file is arranged alphabetically in the First Precinct.)

Mug Book
(Third Precinct) A notebook of photos of known offenders which is used for victims to identify suspects, as well as for patrol officers to familiarize themselves with known offenders in the Third Precinct.

Field Interview File Field Interview cards are filed in chronological order and by the zone where the interviews took place.

Summary Sheets Chronological listings of incidents of robbery, burglary, and sex crimes filed by crime type and zone of occurrence. Information recorded for each incident includes date, day, location, suspect description, MO, property taken, and any other pertinent information.

Neighborhood Index
(First and Third Precincts) A chronological listing of crime incidents by neighborhood of occurrence. Maintained for burglary and robbery incidents. Information recorded is the same as on summary sheets. Sex crimes are listed by subdivision by the First Precinct.

Offense Area Plotting
(Third Precinct) Tally sheets which record larcenies from auto, larcenies from construction sites, stolen bicycles and larcenies from residential property. The preceding crimes are plotted by neighborhood, then broken down by time, date, and items stolen. Information is presently being maintained for five of the six zones.

Business Classification File
(Third Precinct) Categorical listing of burglaries and robberies by type of establishment where the incident occurred (i.e., convenience store, clothing store, pharmacy, etc.). Information recorded is the same as on the summary sheet.

PD 18 File
(Second and Third Precincts)

PD 18's reporting burglaries, robberies, sex crimes, and destruction of property are filed by crime type and zone where crime occurred, chronologically. Other PD 18 reports are maintained on a clipboard in the locker room.

Burglary Calendar Sheets
(Third Precinct)

Burglary incidents are coded on a monthly calendar according to MO, suspect description, and property taken.

Keysort Files

Suspect Descriptor File

Suspect Descriptor Files are obtained from FI cards, PD 18's, and various other sources (FBI, neighboring cities, etc.). Information coded on cards includes general description, MO, alias, and when interviewed and where, if applicable.

Suspect Vehicle Descriptor
File

This file consists of information obtained from FI cards and PD 18's including vehicle make, color, type, unique descriptions, and license number, coded on cards.

Analysis of Information

Spot maps serve as the primary tool for detecting geographic patterns. Spot maps are checked regularly for concentrations of crimes in a particular area. From spot maps an analyst is also able to discern similarities in times and days of crime incidents. Analysts check daily for possible patterns when plotting incidents on the spot map. The daily reading of PD 18's and FI cards also provides a possible lead to similar offense patterns (similarities in MO's, suspect descriptions, etc.). The analysts must rely to a great extent on their memory to recall incidents which fit together in a pattern. The summary sheets can aid in matching similar crime incidents; however, it appears that the analysts do not depend on this source extensively. Once a geographic pattern is detected on the spot maps the analysts refer to other files to obtain additional information on the crimes in the possible pattern. Information can be obtained from summary sheets, or from the PD 18 reporting the

crime. A "tic" sheet is prepared which compares times and day of week of occurrences. Keysort cards are used to check for possible suspects if a suspect description is given for any of the crimes in the pattern.

While the above description represents a general overview of the analysis process for all three precincts, the analysis tools utilized vary somewhat between precincts. Examples of these variations include the First Precinct Crime Analysis Office's use of Offense Area Plotting Sheets which are kept on crimes for which there has been an exceptional increase in incidents. These sheets provide a quick source of information on most common times and days of the week of occurrences, as well as any similarities in stolen property. The Third Precinct office is plotting known burglars' addresses on the same map as burglary incidents in an attempt to correlate burglaries to possible suspects. The First and Third Precincts maintain Neighborhood Indices as a possible analysis tool, and the Third Precinct analyst uses the Business Classification File to aid in analysis of commercial burglaries and robberies. A burglary Calendar Sheet is also utilized by the Third Precinct for detecting similarities in burglaries.

Information Output

The analysts provide a variety of information. Written output consists basically of Crime Pattern Alert Bulletins and Crime Information Bulletins. Crime Pattern Alert Bulletins are prepared by the analyst as crime patterns are identified. Basic information contained in these bulletins includes the following: details of the pattern, most likely days and times of re-occurrences, possible suspects, and a listing of the individual crime incidents which are part of the pattern.

When specific patterns are identified by the crime analysts, patrol supervisors are responsible for designing planned patrol activities. The crime pattern, the strategy utilized to deal with the problem, and any results are

reported on Directed Patrol Plan Sheets. These sheets can aid the analysts in determining if they are providing reliable and relevant information for patrol operations.

Information Bulletins are distributed approximately weekly and are used to convey pertinent information to patrol officers and supervisors: for example, possible problem areas, known offender information, stolen vehicle listings and summaries of crime incidents, by zone. The distribution of bulletins varies depending upon the type and content. Basically, however, bulletins are distributed to Uniformed Patrol and Investigative commanders (Services, Precinct, and Spot), Bureau supervisors (Investigative and Patrol), and patrol officers (Information Bulletins are distributed to all patrol officers assigned to the precinct; Crime Pattern Alert Bulletins are distributed to patrol officers assigned to the zone where the pattern is occurring.) In addition, the Helicopter, Communications, and Crime Prevention Units receive copies of bulletins as appropriate.

The three precinct offices employ different means for disseminating bulletins to patrol officers. In the First Precinct supervisors are responsible for the dissemination of the bulletins. Officers' names are written on each bulletin; the bulletins are attached to the shift board. In the Second and Third Precincts bulletins are placed in each officer's mailbox. Patrol officers now have Crime Analysis Notebooks in which they are to keep all active information and Crime Pattern Alert Bulletins. The number of bulletins distributed by the three precincts since beginning operations is presented below.

In addition to regularly distributing information on patterns and other crime-relevant data, the analysts also provide various information on re-

Precinct	Crime Information Bulletins	Crime Pattern Alert Bulletins
1st	16	5
2nd	10	5
3rd	43	10

quest. Requested information is conveyed by written memoranda, as well as through verbal responses. Information requests are recorded on work request dissemination forms. The forms are used to record requestor, needed information, deadline for provision of information, information provided, and any feedback. These forms will be analyzed to determine the level of use of crime analysis information, as well as the timeliness of the crime analysts' responses to information requests.

Informal contact between departmental personnel and the analysts is another important means of communication flow. The location of the Crime Analysis Unit offices facilitates the exchange of information between the analysts and Uniformed Patrol personnel, since an office is located at each precinct headquarters. The First and Third Precinct offices are located next to the muster rooms, while the Second Precinct office is located in the precinct locker room. The First Precinct also uses a muster book to disseminate the information to the officers.

Recommendations for Increasing Operational Efficiency

After discussions with the crime analysts and the crime coordinator, and on-site visits to each of the Crime Analysis Unit (CAU) offices, the following were identified as possible operational problems in the crime analysis system. It is felt that in these areas the operations of the CAU could be improved.

Information Flow

1. Communication between the CAU offices and the Investigative Division should be improved. While the Second Precinct reports that communication is improving slowly as its usefulness is demonstrated to each department on a one to one basis, the Third Precinct comments that, at times, information passed to the detective bureau is not acted upon. The Investigative Division could provide the CAU offices with invaluable information. Supplemental or arrest reports could provide the analysts an important source of information on suspect names, descriptions, vehicles, and aliases. At present the crime analysts cannot access these reports. To help alleviate the lack of information on case status and arrested individuals, the Investigative Division is now providing the crime analysts a weekly summary of crimes cleared by arrest or other means. However, some precincts report that these summaries do not come regularly, and one precinct reports that it has not received a summary in two months. These memos allow the analysts to update their crime files. Information recorded in the memos includes the name of the person arrested or suspected, offense number, case status, precinct, and detective; and the Second Precinct requests that type of case be included. The bulletin, however, does not provide enough information for the

analysts to re-enter their files for update. Additional information needed includes date, location and zone of occurrence, and crime type. A brief description of the person arrested and his/her TRACER number also should be recorded to allow the analysts to access additional information on the suspect.

2. Efforts should be made to encourage detectives to utilize fully the crime information capacity of the crime analysis offices. Field Interview Cards prepared by patrol officers serve as a potential source of suspect information for detectives. By providing information obtained on individuals field interviewed in areas of a crime, the crime analyst can convey information obtained by patrol officers to the detective bureau. In addition, through the Investigative Bulletin the analysts are able to stay informed of crimes cleared and can pass this information to the patrol officer who is interested in determining case dispositions. In this sense, the analyst can serve as liaison between detectives and patrol officers on the street. This exchange of information with the analysts working as middle men could serve as a mechanism for improving communication between the Uniformed and Investigative Divisions.
3. It is also essential for the crime analysts to pass information between themselves, for example FI Cards, pattern information, and known offender information. (FI Cards and keysort information are already being exchanged.) While the sharing of relevant crime information appears to be occurring on a regular basis, the willingness to share and accept ideas on general operations and innovations appears to be somewhat limited. The analysts should try to learn from each other's operations, to incorporate procedures which are successful in other precincts while learning from others' problems. This spirit of cooperation is essential for a workable system.

4. More feedback should be encouraged from crime analysis information users to allow the analysts a means to assess the usefulness of their products, determine any necessary revisions, and assess what the police officers feel they need, in order of importance. At present, there is very little feedback to the CAU from the users.

Underutilization of Potential Data Sources

It appears that the crime analysts are not receiving crime and suspect information from all available sources. (PD 18's had very limited information, but redesigned PD 18's may help alleviate the information gap.) As previously mentioned, due to departmental regulations the analysts are unable to access PD 3's (supplemental investigative reports). Sources which could compensate for this lack of information include the following:

- (1) Parole and probation information.
- (2) Juvenile Offender information.
- (3) Escapee information: local jails, road gangs, and juvenile detention.
- (4) Major Offender information from the Commonwealth's Attorney's Office.
- (5) Arrest reports PD 175's (suspect description) and PD 176's (MO description) which are supposedly prepared when arrests are made. (These are now available on the last screen of the offense report, when called up on the precinct terminal.)

Efforts should be made to obtain the cooperation of appropriate offices which could provide the analysts the above information on a regular basis.

File Maintenance

1. There appears to be some duplication of files. For example, the volume of crime does not merit maintaining a subdivision index and a business classification index. Such information should be available from the spot maps and one-line entries, respectively. However, according to the

Third Precinct analyst, business classification is essential, as it gives quick reference. He also feels that one-line entries are too broad for commercial burglaries and armed robbery, and that spot maps are an aid for that area.

2. The one-line file was originally designed as an analysis tool. At present the design of this file does not facilitate analysis. The one-line files should either be redesigned, possibly listed under subdivisions and business classification. or eliminated. One possible solution, the change of format of the one-line sheets, was implemented on March 15th. The new format includes separate columns for recording MO, target/victim, stolen items, and suspect description rather than recording all information in one column. By categorizing the information in this manner, the analysts could more quickly scan the sheets to retrieve incidents meeting a particular criterion (i.e., silver burglaries, convenience store robberies, etc.). The analysts should consider the possibility of developing another system. One possible example is a five-part, indexed card which would record pertinent information on each incident. The card could be filed by specific crime data (i.e., MO, stolen property, victim, etc.). This type of file would allow the analysts to correlate crimes and identify developing patterns.
3. Regardless of which analysis file system is adopted, if adequate manpower exists, files should be maintained on all target crimes. Currently files are maintained only on robbery, sex crimes, and burglaries, with no analysis kept on larcenies from autos, stolen vehicles, and destruction of property, except for spot maps. The First Precinct analyst feels that entry of destruction of property information into files would take a great deal

of time, due to the amount of reports, but he keeps "TIC" sheets on larcenies and destruction of property.

4. PD 18's are presently filed in notebooks kept in the muster room. A determination should be made as to whether patrol officers are referencing these reports. The First and Second Precinct analysts report that police officers do not use these notebooks. If the notebooks are not utilized, it may be more useful to file the reports in the crime analysis office so that they are readily available if additional information is needed when establishing a pattern. The First Precinct currently keeps these reports for one month. Keeping a three-month file of target crime reports at any one time should be adequate.
5. Purging the keysort files may be a problem when the need to purge arises. The analysts should always record the date an individual was field interviewed to facilitate purging. (At the First Precinct this is already being done.) In addition, a separate file should be used for known offenders, or the cards should be color coded since they will not be purged. The above recommendation will help minimize time spent on purging. (The Third Precinct has already implemented this policy.)
6. The analysts should also maintain keysort cards giving a suspect description but no name (pulled from PD 18 reports) separately from other Keysort Descriptor Cards, so the two files can be cross-referenced on a regular basis to match descriptions to possible suspects. (This is already being done at the First and Third Precincts, and on a limited basis at the Second Precinct.)

Target Crimes

1. The usefulness of tracking destruction of property crimes is questionable. The analysts and crime coordinator may find it necessary to de-

termine if the time devoted to tracking and analyzing destruction of property crimes is merited by the results. The volume of destruction of property crime is quite large, and if properly tracked, consumes a substantial amount of time. If tracking of destruction of property crimes is eliminated, more time can be devoted to more serious crimes. However, the Third Precinct analyst feels that investigation of destruction of property crimes must continue. He says that civic groups contact him bi-monthly for investigation, and that if it is discontinued there might be a breakdown in public relations. He feels that someone must be on top of this problem. At the same time, the Second Precinct reports that they analyze only the major trends or patterns of property destruction.

2. The First and Second Precinct analysts should consider the possibility of tracking prowler calls (or at least keeping informed of such incidents). PD 18's are not designed for prowler calls, therefore such information should be submitted to the analysts on FI cards. The First Precinct analyst suggests that this should be departmental policy so that the men will comply, while the Second Precinct reports that FI cards have been used to report prowler calls since October 1979.

Crime Analysis Bulletins

1. The analysts should use a consistent bulletin format to increase readability. The bulletins should be concise. It may be helpful to put the key crime factors in capital letters in Crime Pattern Alert Bulletins. In this way the reader, at a glance, can read the most important information. The Crime Pattern Alert Bulletin should be headed by the zone to which the pattern pertains, and the crime type. The pattern should be briefly explained, mentioning the common factors in each of the pattern crimes. A separate listing of each crime may also be useful, as

well as map-plotting each incident. (This is already being done at the Third Precinct.)

2. All patterns should be reported on Crime Pattern Alert Bulletins, and general information should be reported on Information Bulletins. It appears some confusion has existed in the past.
3. Crime Pattern Alert Bulletins do not always deal with a clear crime pattern but focus on a particular crime problem in a given area. To avoid confusion, it is recommended that the Crime Pattern Alert Bulletin be called a Crime Problem Bulletin. The purpose of the Crime Information Bulletin is also unclear. The department should use the Crime Problem Bulletin to report on the activities of the Crime Analysis Unit.
4. The usefulness of merely reporting the volume of crimes is questionable; rather, the analysts should note areas with an exceptional volume of crimes.
5. The Information Bulletin is the appropriate vehicle through which to convey Known Offender information. Such information as the analysts receive (i.e., FI cards, officer contact, etc.) should be documented in the Information Bulletins. The Known Offender information could also be put into a separate bulletin.

Virginia Beach Police Department
Integrated Criminal Apprehension Program

CRIME ANALYSIS UNIT WORKLOAD STUDY

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City of Virginia Beach
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VIRGINIA BEACH CRIME ANALYSIS UNIT WORKLOAD STUDY

Introduction

During the period of January 2 through January 31, 1980 the analysts in the Crime Analysis Unit (CAU) were requested to keep an accurate record of time expended on tasks which they performed. The purpose of this workload study is to assess the time devoted to various tasks and to determine if these tasks are related to the fulfillment of the unit's goals. This study will provide a means to determine if revisions in the unit's responsibilities are necessary.

Methodology

During the month of January the analysts at each precinct were asked to fill out a time sheet for each work day. The Crime Analysis Unit operated, during January, with three full-time analysts, three rotating patrolmen, and one officer working weekends.

There are some problems in using time sheets to evaluate the distribution of time spent on various tasks. First, some patrolmen serve in the CAU offices on a rotational basis for a period of 30 to 60 days. Naturally, the ability of each officer influences the amount of time spent on various tasks. For example, an officer who is new to the CAU will spend more time with one task compared to an officer who has worked in the CAU for some time. Another problem in evaluating time spent on various tasks is that time sheets were not used for the new CAU secretaries. The three secretaries assist the analysts in many of the CAU functions. These functions include typing keysort cards, typing one-line entries, filing Field Interview (FI) cards, typing master name files, plotting on the maps, and using the computer.

Presentation of Data

The data are presented in two tables. Table 1, entitled Distribution of Workload, presents a distribution of time spent on each task in minutes, hours, and the percent of the unit's total work hours. Table 2 presents an estimate of the number of hours a crime analyst spends on specific tasks, based on the daily time sheets.

Table 1 indicates that the tasks dealing with the review of offense reports consume the largest portion of the analysts' time (27.7%). Of the five major tasks involved in reviewing the offense reports, the largest proportion of time was expended reading the offense reports (18.3%).

However, miscellaneous functions including changing over maps, filling out travel vouchers, meetings, phone calls, explaining to secretary, working on problem areas, checking information in services, file construction, designing new keysort cards, court, errands, and other functions constitute a significant portion of the analysts' workload (21.8%). Changing over maps (4.8%) and file construction (4.6%) were the two miscellaneous tasks on which most of the time was expended.

The review of field interview information consumed the next highest proportion of the analysts' time (16.5%). This includes reading FI's (11.7%), typing master name cards (2%), making keysort entries (.6%), and filing (2.2%).

Finally, actual crime analysis consumes only 12.1% of the analysts' time. Although this proportion sounds very small, analysis is often done while reading offense reports or plotting offenses on the spot map. Analysis of crime data is an on going process which is often difficult to measure at one specific time.

Table 1
DISTRIBUTION OF WORKLOAD

	Total Time In Hours & Minutes	Percent of Unit's Total Work Hours
I. REVIEW OF OFFENSE REPORTS		
A. Reading reports (highlighting, categorizing, accounting for lost reports)	98 hrs., 48 min.	18.3
B. Composing one-line entries (layout, filing)	5 hrs., 30 min.	1.0
C. Plotting offenses on spot map	26 hrs., 48 min.	5.0
D. Making keysort entries from offense report information	5 hrs., 6 min.	0.9
E. Filing offense reports	13 hrs., 30 min.	2.5
TOTAL I	149 hrs., 42 min.	27.7
II. REVIEW OF FIELD INTERVIEW INFORMATION		
A. Reading FI's (making TRACER searchers, making other file searches)	63 hrs., 12 min.	11.7
B. Typing master name cards	10 hrs., 42 min.	2.0
C. Making keysort entries	3 hrs., 24 min.	0.6
D. Filing (field interviews, name cards)	12 hrs., 6 min.	2.2
TOTAL II	89 hrs., 24 min.	16.5
III. ANALYSIS		
A. Study of spot maps	14 hrs., 6 min.	2.6
B. Study of one-line entries	15 hrs., 12 min.	2.8
C. Use of computer system	29 hrs., 18 min.	5.4
D. Keysort searches	7 hrs., 12 min.	1.3
TOTAL III	65 hrs., 48 min.	12.1

	Total Time In Hours & Minutes	Percent of Unit's Total Work Hours
IV. <u>ANSWERING IN-HOURS REQUESTS</u>		
A. File searches	17 hrs., 36 min.	3.3
B. Writing replies	3 hrs., 42 min.	0.7
C. Conferences	16 hrs., 42 min.	3.1
TOTAL IV	38 hrs., -- min.	7.1
V. <u>COMPOSING CRIME BULLETINS</u>		
A. Information bulletins	30 hrs., 60 min.	5.7
B. Pattern alerts	6 hrs., 30 min.	1.2
C. Known offender reports	8 hrs., 48 min.	1.6
TOTAL V	46 hrs., 18 min.	8.5
VI. <u>ATTENDING MEETINGS</u>		
A. Weekly CAU meeting	23 hrs., 18 min.	4.3
B. Rollcall briefing	3 hrs., 12 min.	0.6
C. Community meetings	7 hrs., 18 min.	1.4
TOTAL VI	33 hrs., 48 min.	6.3
VII. <u>MISCELLANEOUS</u>		
A. Changing over maps	26 hrs., 6 min.	4.8
B. Travel vouchers	2 hrs., 30 min.	0.5
C. Meetings (Army Corp, Students ICAP Steering)	13 hrs., -- min.	2.4
D. Phone calls	7 hrs., 48 min.	1.4
E. Explaining to secretary	1 hr., 18 min.	0.2
F. Working on problem areas	10 hrs., 30 min.	1.9
G. Checking information services	1 hr., -- min.	0.2
H. File construction	25 hrs., 6 min.	4.6
I. Designing new keysort cards	2 hrs., 30 min.	0.5
J. Court	4 hrs., 30 min.	0.8
K. Errands	2 hrs., -- min.	0.4
L. Unknown/Other	21 hrs., 54 min.	4.1
TOTAL VII	118 hrs., 12 min.	21.8

Table 2 presents an estimate of a typical day of a crime analyst. During the month of January, 2 hours and 12 minutes of an eight-hour day was spent reviewing offense reports. One hour and 48 minutes was expended on miscellaneous tasks, and 1 hour and 18 minutes were consumed in reviewing field interview information.

The remaining time during a day was spent doing analyses, answering in-house requests, composing crime bulletins.

Table 2
AVERAGE DAY OF A CRIME ANALYST*

	Hours Spent on Each Task Per Day
Review of offense reports**	2 hrs., 12 min.
Review of field interview information	1 hr., 18 min.
Analyses	58 min.
Answering in-house requests	34 min.
Composing crime bulletins	40 min.
Attending meetings	30 min.
Miscellaneous	1 hr., 48 min.

* Based on daily time sheets kept in the month of January

**These seven categories were derived from the major categories in Table 1

Conclusions

Eighty-eight percent of the analysts' time is spent on tasks not directly related to analysis of crimes. Tasks which could be more easily carried out by other individuals should not be the responsibility of the analysts. While quality control is necessary to ensure that accurate data is analyzed by the CAU, several functions could be assigned to clerical personnel. Three secretaries were hired in January by each precinct to relieve the analysts

from some of the following tasks: typing keysort cards, typing one-line entries, filing FI cards, typing master name files, running tracer checks, and some usage of the computer.

In general, time requirements for tasks other than analysis of crime information must be lessened. One way the Virginia Beach CAU can accomplish this task is to use the rotating patrol officers to their maximum potential. Patrol officers should work within the CAU for at least 60 days in order to develop the speed and accuracy needed to assist the analysts.

Recommendations

Based on the above analysis, the following recommendations are offered:

1. The department should determine a means to reduce the amount of time the analysts devote to miscellaneous tasks. For example, a reduction should be seen in the amount of time devoted to "unknown/other" activities. The amount of time spent on miscellaneous tasks should be reduced with an increased use of senior citizens.
2. More tasks should be assigned to clerical employees to free additional time for the analysts to devote to crime analysis.
3. Rotating patrol officers should work in the CAU at least 60 days in order to free the analysts to perform more crime analysis. Increasing the amount of time a patrol officer spends working in the CAU will increase the efficiency of the officer's overall output and will make more officers aware of the functions of the Crime Analysis Unit.
4. The time spent showing out-of-town visitors the operation of the Crime Analysis Unit should be carefully managed.

Virginia Beach Police Department
Integrated Criminal Apprehension Program

MANAGEMENT OF CRIME ANALYSIS INFORMATION BULLETINS
AND PATTERN ALERTS

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MANAGEMENT OF CRIME ANALYSIS INFORMATION BULLETINS AND PATTERN ALERTS

Introduction

In evaluating the effectiveness of the Crime Analysis function in the Virginia Beach Police Department, the initial focus was on the relationship between the information promulgated by Crime Analysis Units and the patrol strategies implemented in the three precincts. An attempt was made to match up Crime Analysis Bulletins and Crime Pattern Alert Bulletins with the Patrol Plans submitted by the precincts and filed in the ICAP Office. The purpose was to document the specific patrol reactions in terms of arrests, pattern suppression, etc. In this way it would be possible to evaluate the effectiveness of the patrol strategies and the validity of the projections made by the crime analysts.

Results

It was not possible to pinpoint the relationship between crime analysis outputs and patrol strategies for the following three reasons:

1. Patrol Plans (PD #234) do not indicate what provoked the development of the specific strategy. The patrol strategy could be due to the frequency of incidents noted by patrol, citizen complaints, or to the information provided by the crime analysis bulletins.
2. In some instances, no Patrol Plan could be found which was directed at crime problems cited in Pattern Alerts. In other cases a number of Patrol Plans described crime problems which had not been addressed by crime analysis information and there was no indication as to how the problem had been identified.
3. General Order 4.02a-12.79 (Procedural Guidelines: Planned Patrol)

states that although field supervisors may identify a problem on their own, assistance should be sought from crime analysis personnel in determining the specifics of the problem before any planned patrol strategy is developed or instituted. However, crime analysts cite recurring occasions where strategies are implemented without consultation. The analysts become aware of these activities by informal rather than procedural means.

In addition to these procedural problems, there appears to be a lack of systematic monitoring at the managerial level of Crime Analysis activities, the relationship of crime analysis activities to patrol strategies and the quality of results. Information is actively exchanged both between the Crime Analysis Coordinator and the Precinct Analysts and between the analysts themselves. Accuracy of information, effectiveness of strategies and evaluation of results are routinely discussed at this subordinate staff level but there is no identifiable procedure for oversight by the higher levels of departmental management which would provide for a city-wide perspective of crime trends identified by crime analysis and the effectiveness of the actions taken to deal with those trends.

Recommendations

1. Crime Analysis Bulletins and Pattern Alerts should be coded by precinct and sequentially numbered in a way that is uniform among the precincts so that cross referencing can be done quickly and in a concise manner.
2. The patrol work plan (PD #234) format should be modified so that the reason for initiation of the patrol plan can be indicated. For example:

"Problem identified by"

Pattern Alert _____ (serial #)

Information Bulletin _____ (serial #)

Citizen Request _____

Precinct Command _____

Patrol Observation _____

Incident Frequency _____

Other (specify) _____

This will allow for easy match-up of Crime Analysis forecasts or information with patrol actions and for routine documentation of crime analysis production.

3. General Order #4.02a-12.79 should be modified to require a work plan response to every Pattern Alert. If in management's judgment it is undesirable to make strategic action a mandatory requirement in each case, the work plan response can present the reason for not executing a specific strategy.

4. Appropriate Crime Analysis Bulletins and all Pattern Alerts should be made a routine agenda item at Staff Conferences to allow for effective system monitoring and to provide for more visibility of the crime analysis function. Top management would then be fully cognizant of current city-wide trends, the planned precinct actions and the outcomes generated by crime analysis.

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Virginia Beach Police Department
Integrated Criminal Apprehension Program

CRIME ANALYSIS UNIT SURVEY

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Executive Summary

This report presents the findings of a survey of the full-time sworn officers of the Virginia Beach Police Department conducted in January 1980. The purpose of the survey was to determine police officers' perceptions about the usefulness of the Crime Analysis Unit, and to ascertain the flow, frequency, and level of communications between police officers and Crime Analysis Unit personnel.

The overall results of the survey are positive. Almost all the responding officers (98%) rate the Crime Analysis Unit's performance positively. A majority of the officers (96%) also agree that the Crime Analysis Unit performs an important function within the Virginia Beach Police Department. Most of the officers (86%) are familiar with the types of information the CAU can provide. Approximately three-fifths of the respondents contact the CAU and are contacted by crime analysts between 1 to 5 times a month. The requested information was always provided by the CAU in most of the cases. However, it was not always provided soon enough to meet the requesting officers' needs.

Almost all of the officers in the Uniformed Division (99%) feel that it is important to prepare Field Interview (FI) Cards on suspicious individuals and activities. FI cards are submitted to the CAU more frequently than any other types of information. A majority of the uniformed officers read the Crime Pattern Alert Bulletins and Information Bulletins distributed by the Crime Analysis Unit. However, in most of the cases, they are not always discussed during musters. Most officers also feel that information contained in CAU bulletins is useful to them in performing their duties.

The study indicates that, in general, officers in the Uniformed Division are more positive toward the CAU compared to officers in the Investi-

gative Division or the SPOT Bureau. SPOT officers are a little less familiar with the CAU's functions and use CAU information less frequently than other officers.

Officers in the Third Precinct are more positive toward the CAU than the officers in the other two precincts. They also contact the CAU more frequently for getting information and are contacted by crime analysts more frequently than the First and Second Precinct officers.

CRIME ANALYSIS UNIT SURVEY
VIRGINIA BEACH POLICE DEPARTMENT

Introduction

The Crime Analysis Unit (CAU) survey was conducted early in 1980 by the evaluation team of the Center for Urban Research and Service, Old Dominion University, as part of the Integrated Criminal Apprehension Program (ICAP) evaluation. The purpose of the survey was to find out how Virginia Beach police officers feel about various aspects of the crime analysis system. The survey was designed specifically to determine the following types of information:

1. Police officers' perceptions of the usefulness of the Crime Analysis Unit;
2. Flow, frequency, and level of communication between police officers and Crime Analysis Unit personnel;
3. Uniformed officers' perceptions of the usefulness and timeliness of the Crime Analysis Unit's output (bulletins).

Research Design

The survey questionnaires were administered by the ICAP staff to full-time sworn officers in the Virginia Beach Police Department during January 1980. Two separate questionnaires, one for uniformed officers containing 31 items, and one for investigative officers containing 19 items, were prepared (see attached questionnaires). The questionnaires were distributed and collected by the ICAP staff in the Virginia Beach Police Department.

Two hundred and ten (210) questionnaires were completed and returned. Table 1 presents the service background of the police officers in the sample.

Table 1
SERVICE BACKGROUND OF THE OFFICERS

<u>Division of Current Assignment</u>	<u>Percentage</u>	<u>Number</u>
Investigative	19	39
Uniformed - SPOT	12	25
Uniformed - All Other	<u>69</u> 100	<u>146</u> 210
<u>Bureau of Current Assignment</u>		
First Precinct	24	49
Second Precinct	26	55
Third Precinct	22	47
Not Applicable	<u>28</u> 100	<u>58</u> 207
<u>Rank</u>		
Captain	1	2
Lieutenant	2	5
Sergeant	8	17
Master Police Officer (Investigative Div.)	7	15
Master Police Officer (Uniformed Div.)	13	26
Detective	8	16
Patrol Officer	<u>61</u> 100	<u>125</u> 205

Evaluation of the Crime Analysis Unit

Table 2 shows how police officers rate the overall performance of the Crime Analysis Unit. Almost all the responding officers (98%) rate the Crime

Analysis Unit's performance positively. Only 2% of the officers think the CAU is performing its job poorly.

Table 2
RATING OF OVERALL PERFORMANCE OF THE CRIME ANALYSIS UNIT

Rating	Percentage	Number
Excellent	38	76
Good	53	107
Fair	7	14
Poor	<u>2</u>	<u>3</u>
	100	200

Table 3 presents police officers' perceptions of the importance and usefulness of the CAU's function. A majority of them are positive toward the CAU. Ninety-six percent (96%) of the respondents agree that the Crime Analysis Unit performs an important function within the Virginia Beach Police Department. Similarly, 95% of the uniformed officers feel that information contained in both the Crime Pattern Alert Bulletins and Information Bulletins distributed by CAU is useful in performing their duties. Detectives are slightly less positive than uniformed officers. Eighty-six percent (86%) of them think that the information maintained and distributed by the CAU is helpful in performing duties.

Communication Between the CAU and Police Officers

A series of questions were asked in the survey to tap the flow, frequency, and degree of communication between police officers and Crime Analysis Unit personnel. Tables 4 and 5 present data relating to the frequency of officers' communication with the CAU. A majority of the respondents

Table 3
POLICE OFFICERS' EVALUATION OF THE CRIME ANALYSIS UNIT'S
INFORMATION SERVICES
(In Percentages)

	Percentage Agreeing with Each Statement			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
The CAU performs an important function	39	48	9	96
Information Maintained by the CAU are helpful in performing my duties. (Investigative Division officers only)	18	55	13	86
Information contained in the CPAB's are useful in performing my duties. (Uniformed Division officers only)	28	52	15	95
Information reported in the CAU bulletins is useful in performing my duties. (Uniformed Division officers only)	25	51	19	95

(60%) contact the CAU between 1 to 5 times a month for some type of information. Similarly, 57% of the respondents say that crime analysts contact them to provide information 1 to 5 times a month. Table 5 also shows that 16% of the officers in the sample have never visited the CAU. However, 56% of the officers visit CAU at least once a week. Eighty-six percent (86%) are familiar with the types of information CAU can provide.

Table 4
FREQUENCY OF COMMUNICATION BETWEEN CRIME ANALYSIS UNIT AND POLICE OFFICERS

Times a Month	Respondents Contact the CAU for Information:		Crime Analysts Contact Respondents to Provide Info.:	
	%	N	%	N
None	21	42	29	54
1 - 5	60	119	57	108
6 - 10	10	19	11	21
11 - 20	8	17	2	4
Over 20	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	100	198	100	188

Table 5
FREQUENCY OF RESPONDENTS' VISITS TO THE CRIME ANALYSIS UNIT

Frequency of Visits	Percentage	Number
Daily	15	30
Biweekly	15	29
Weekly	26	50
Bimonthly	14	27
Monthly	14	28
Never	<u>16</u>	<u>32</u>
	100	196

Table 6
TYPES OF INFORMATION REQUESTED FROM CAU

Types of Information	Percentage of Officers Requesting the Information	
	%	N
Crime pattern information	54	113
Suspect information	63	133
Stolen property information	20	42
Suspect vehicle information	39	82
Criminal activity in a particular area	63	132
Other	11	24

Table 6 lists the types of information requested from the CAU by the police officers. The most frequently requested types are suspect information and information about criminal activity in a particular area. Both types were requested by 63% of the officers in the sample. Crime pattern information was the type requested by the second largest percent (54%) of the officers.

Evaluation of the Information Provided by the Crime Analysis Unit

Tables 7 and 8 present police officers' perceptions of the timeliness and usefulness of the information provided by the CAU. The survey reveals that 22% of the respondents (N=45) never requested information from the CAU. Of the remaining 162 respondents, a majority (62%) feel that they always received the requested information from the CAU and 36% feel that they usually received the requested information. However, when asked about the timeliness of the information provided by the CAU, only 42% of the officers mentioned that CAU always provided the requested information soon enough to

meet their needs. Fifty-four percent (54%) feel that they usually receive the information in time to meet their needs.

Table 7

OFFICERS' EVALUATION OF THE TIMELINESS OF INFORMATION PROVIDED BY THE CRIME ANALYSIS UNIT

	Information Requested Was Provided:		Requested Information Was Provided Soon Enough to Meet Needs:	
	%	N	%	N
Always	62	101	42	68
Usually	36	58	54	88
Seldom	1	1	3	5
Never	<u>1</u>	<u>2</u>	<u>1</u>	<u>1</u>
	100	162	100	162

Table 8

USEFULNESS OF INFORMATION CRIME ANALYSTS PROVIDE DIRECTLY TO OFFICERS

	Information Crime Analysts Provide by Direct Contact is Useful:	
	%	N
Always	26	40
Usually	72	110
Seldom	2	3
Never	<u>0</u>	<u>0</u>
	100	153

Twenty-five percent (25%) of the police officers in the sample mentioned that crime analysts have never approached them directly with information relating to their jobs. Of the remaining 153 respondents who were approached by a crime analyst, 72% feel that the information provided is usually useful and about one-fourth (26%) feel that it is always useful.

Information Provided to the CAU by Officers in the Uniformed Division

Officers in the Uniformed Division were also asked about information they provide to the Crime Analysis Unit -- how often they submit Field Interview Cards and other information. Table 9 shows that 11% of the officers have never submitted Field Interview cards to the CAU and 25% have never provided information other than FI cards to the CAU. It is apparent that Field Interview cards are submitted more frequently compared to other types of information. For example, 59% of the officers submit FI cards at least once a week while only 32% of the officers provide some other type of information to the CAU at least once a week. Ninety-nine percent (99%) of the uniformed officers feel that it is important to prepare Field Interview cards on suspicious individuals and activities.

Table 9

FREQUENCY OF INFORMATION PROVIDED TO THE CRIME ANALYSIS UNIT BY UNIFORMED OFFICERS

	Field Interview Cards Are Submitted to CAU:		Information Other Than FI Cards Are Submitted:	
	%	N	%	N
Daily	10	15	5	7
Biweekly	20	30	10	15
Weekly	29	42	17	27
Monthly	14	20	16	24
Bimonthly	16	23	27	42
Never	<u>11</u>	<u>17</u>	<u>25</u>	<u>38</u>
	100	147	100	153

Uniformed Officers' Perception of the Crime Analysis Unit's Output

Only those police officers who are in the Uniformed Division responded to a series of questions dealing with crime analysis bulletins and their timeliness and usefulness..

Table 10 gives a breakdown of the frequency with which uniformed officers read CAU bulletins. Nearly four-fifths (78%) of the officers in the Uniformed Division mentioned that they always read Crime Pattern Alert Bulletins pertaining to their area of responsibility, and about two-thirds (66%) said that they always read Information Bulletins distributed by the crime analysts. However, in most of the cases, these bulletins are not always discussed during muster.

Table 10
UNIFORMED OFFICERS' USE OF CRIME ANALYSIS BULLETINS

<u>Crime Pattern Alert Bulletins</u>		<u>CPAB's Are Discussed During Muster:</u>		
	<u>CPAB's Are Read:</u>	<u>%</u>	<u>N</u>	
	<u>%</u>	<u>N</u>		
Always	78	134	27	46
Usually	17	29	45	77
Seldom	4	6	23	39
Never	<u>1</u>	<u>2</u>	<u>5</u>	<u>9</u>
	100	171	100	171

<u>Crime Analysis Information Bulletins</u>		<u>IB's Are Discussed During Muster:</u>		
	<u>Information Bulletins Are Read:</u>	<u>%</u>	<u>N</u>	
	<u>%</u>	<u>N</u>		
Always	66	113	26	44
Usually	28	48	43	72
Seldom	4	7	25	41
Never	<u>2</u>	<u>3</u>	<u>6</u>	<u>10</u>
	100	171	100	167

In Table 11 can be seen the high percentage of police officers in the Uniformed Division (95%) who agree that information contained in the Crime Pattern Alert Bulletins and Information Bulletins is useful to them in performing their duties. Most of them also feel that these bulletins are received in time to be useful (CPAB's: 93%, IB's: 94%).

Table 11
UNIFORMED OFFICERS PERCEPTION OF USEFULNESS
AND TIMELINESS OF CAU OUTPUT
(In Percentages)

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Slightly Agree</u>	<u>Total Agreeing</u>
Information in CPAB's is useful	28	52	15	95
Information in CPAB's is received in time to be useful	12	55	26	93
Information in IB's is useful	25	51	19	95
Information in IB's is received in time to be useful	13	61	20	94

Table 12, which presents data on the frequency of CAU information use in daily patrol activities, shows that CAU information is used by most of the patrol officers and supervisors in determining and/or planning daily patrol activities. Seventy-nine percent (79%) of the patrol officers and 84% of the supervisors use the information at least once a week.

Table 12
FREQUENCY OF CAU INFORMATION USE IN DAILY PATROL ACTIVITIES

	Patrol Officers		Patrol Supervisors	
	Use CAU Information in Determining Daily Patrol Activities:		Use CAU Information in Planning Daily Patrol Activities:	
	%	N	%	N
Daily	36	51	38	5
Biweekly	18	26	8	1
Weekly	25	35	38	5
Bimonthly	6	9	8	1
Monthly	6	8	0	0
Never	<u>9</u>	<u>12</u>	<u>8</u>	<u>1</u>
	100	141	100	13

Officers' Perception of the CAU by Division

This section presents the officers' opinions and perceptions of the Crime Analysis Unit by division to determine if the division to which officers are assigned has any influence on their evaluation of the CAU. The three division categories are: Investigative, Uniformed - SPOT, and Uniformed - All Other Bureaus.

Table 13
RATING OF OVERALL PERFORMANCE OF THE CAU
BY DIVISION
(In Percentages)

Rating	Investigative	Uniformed - SPOT	Uniformed - All Other
Excellent	37	19	41
Good	51	67	52
Fair	11	9	6
Poor	<u>0</u>	<u>5</u>	<u>1</u>
	99	100	100

Table 13 shows that officers assigned to all three divisions rate the overall performance of the CAU very positively. However, more uniformed officers (All Other) rate it as excellent compared to SPOT or investigative officers.

Table 14
EVALUATION OF THE IMPORTANCE OF THE CAU'S FUNCTION
BY DIVISION
(In Percentages)

Division	The CAU performs an important function.			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
Investigative	38	51	8	97
Uniformed - SPOT	20	48	16	84
Uniformed - All Other	42	47	8	97

Table 14 shows that a much higher percentage (97%) of investigative and non-SPOT uniformed officers agree that the CAU performs an important function within the Virginia Beach Police Department than SPOT officers (84%).

When officers were questioned about their familiarity with the types of information the CAU provides, their responses showed that a smaller percent of SPOT officers (56%) are familiar with the types of information available from the CAU compared to investigative officers (87%) and non-SPOT uniformed officers (91%).

As Table 15 shows, 64% of the SPOT officers have never contacted the CAU for information. Other uniformed officers seem to contact the CAU more frequently than either investigative or SPOT officers. Sixty-seven percent (67%) of the non-SPOT uniformed officers contact the CAU for information somewhere between 1 to 5 times in a month.

Table 15
 FREQUENCY OF CONTACT BETWEEN OFFICERS AND THE CAU,
 BY DIVISION
 (In Percentages)

Respondents contact the CAU for information:			
Times per Month	Investigative	SPOT Uniformed	All Other Uniformed
None	27	64	13
1 - 5	49	36	67
6 - 10	16	0	9
11 - 20	5	0	11
Above 20	<u>3</u>	<u>0</u>	<u>0</u>
	100	100	100

Crime analysts contact respondents to provide information:			
Times per Month	Investigative	SPOT Uniformed	All Other Uniformed
None	37	72	17
1 - 5	42	28	68
6 - 10	13	0	13
11 - 20	8	0	1
Above 20	<u>0</u>	<u>0</u>	<u>1</u>
	100	100	100

Respondents visit the Crime Analysis Unit:			
Frequency	Investigative	SPOT Uniformed	All Other Uniformed
Daily	11	0	19
Biweekly	3	0	20
Weekly	20	17	28
Bimonthly	11	13	14
Monthly	26	13	12
Never	<u>29</u>	<u>57</u>	<u>7</u>
	100	100	100

Similarly, crime analysts seem to contact uniformed officers (non-SPOT) more often for providing information related to their area. Uniformed officers visit the CAU much more frequently compared to investigative and SPOT officers. For example, 67% of the uniformed officers visit the CAU at least once a week while 34% of the investigative officers and only 17% of the SPOT officers visit the CAU during that time period.

As presented in Table 16, a majority of uniformed officers (56%) feel that they always received the requested information from the Crime Analysis Unit. However, fewer of them felt that the information was provided soon enough to meet their needs.

Officers' Perception of the CAU by Precinct

This section presents the officers' evaluation of the Crime Analysis Unit by precinct. Each of the three precinct headquarters in the Virginia Beach Police Department has its separate Crime Analysis Unit office. The responses of officers to items about their own precinct's CAU office were analyzed to determine (1) variations, if any, between precincts on frequency and degree of communication, and (2) variations, if any, between precincts on perceptions of the usefulness of the Crime Analysis Unit.

Table 17 shows that a majority of the officers in the Third Precinct (59%) rate their Crime Analysis Unit's overall performance as excellent, while 44% in the Second Precinct and only 20% in the First Precinct rate theirs as excellent. However, 2% of the responding officers in the Third Precinct also rate their CAU's overall performance as poor.

Table 18 shows that a majority of the police officers, irrespective of the precinct they are assigned to, agree that the CAU performs an important function. However, more Third Precinct officers strongly agree with the

Table 16

EVALUATION BY DIVISION OF INFORMATION PROVIDED BY
THE CRIME ANALYSIS UNIT
(In Percentages)

	<u>Investigative</u>	<u>SPOT Uniformed</u>	<u>All Other Uniformed</u>
<u>Information res- pondent requested was provided:</u>			
Always	39	20	56
Usually	32	24	28
Seldom	3	0	0
Never	0	4	1
Not Requested	<u>26</u>	<u>52</u>	<u>15</u>
	100	100	100
<u>Information res- pondent requested was provided soon enough to meet needs:</u>			
Always	24	8	40
Usually	45	32	44
Seldom	5	4	1
Never	0	4	0
Not Requested	<u>26</u>	<u>52</u>	<u>15</u>
	100	100	100
<u>Information analyst provides when he comes to respondent directly is useful:</u>			
Always	8	8	25
Usually	60	24	58
Seldom	3	0	1
Never	<u>29</u>	<u>68</u>	<u>16</u>
	100	100	100

Table 17

RATING OF CAU'S OVERALL PERFORMANCE, BY PRECINCT
(In Percentages)

<u>Rating</u>	<u>First</u>	<u>Second</u>	<u>Third</u>
Excellent	21	43	59
Good	69	53	32
Fair	8	4	7
Poor	<u>2</u>	<u>0</u>	<u>2</u>
	100	100	100

Table 18

OFFICERS' EVALUATION OF THE CAU'S FUNCTION, BY PRECINCT
(In Percentages)

The CAU performs an important function.

<u>Precinct</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Slightly Agree</u>	<u>Total Agreeing</u>
First	22	63	12	97
Second	45	44	9	98
Third	56	36	4	96

statement than officers in the other two precincts.

Table 19 which presents data on frequency of communication with the CAU by precinct officers, show that the Third Precinct officers contact their CAU more frequently than the First and Second Precinct officers contact their own.

For example, 37% of the Third Precinct officers contact the CAU six times or more a month compared to 24% of the officers in the Second and 4% in the First Precinct. Similarly, crime analysts in the Third Precinct contact officers more frequently to provide information than crime analysts in the other precincts. Twenty-five percent (25%) of the Third Precinct offi-

Table 19
FREQUENCY OF COMMUNICATION WITH CAU, BY PRECINCT
(In Percentages)

Respondents contact the CAU for information:	First Precinct	Second Precinct	Third Precinct
<u>Times per Month</u>			
None	17	13	8
1 - 5	79	63	55
6 - 10	2	13	12
11 - 20	2	9	25
Over 20	<u>0</u>	<u>2</u>	<u>0</u>
	100	100	100
Crime analysts contact respondents to provide info.:			
<u>Times per Month</u>			
None	21	22	7
1 - 5	74	62	68
6 - 10	5	11	22
11 - 20	0	5	0
Over 20	<u>0</u>	<u>0</u>	<u>3</u>
	100	100	100
Respondents visit CAU:			
<u>Frequency</u>			
Daily	9	28	19
Biweekly	16	23	19
Weekly	37	25	25
Bimonthly	16	11	19
Monthly	18	6	11
Never	<u>4</u>	<u>7</u>	<u>7</u>
	100	100	100

cers mentioned that a crime analyst contacts them six or more times in a month compared to the Second Precinct (16%) and the First Precinct (5%) officers. Similarly, there are fewer officers in the Third Precinct who never contacted the CAU or who were never contacted by a CAU analyst than in the other two precincts.

Ninety-two percent of the responding officers in the First Precinct, 87% in the Second Precinct, and 96% in the Third Precinct said that they are familiar with the type of information the CAU can provide them.

Analysis of the officers' perception of the usefulness and timeliness of the CAU's information by precinct (presented in Table 20) points out that officers in the three precincts do not differ significantly in their perception. However, fewer First Precinct officers perceive the information as timely and useful.

Table 21 shows that 70% of the First Precinct officers submit Field Interview cards to the CAU at least once a week while 64% of the Second Precinct and 58% of the Third Precinct officers do this. Officers in the three precincts do not differ much in the frequency of other information they provide to the CAU. However, 15% of the officers in the Third Precinct compared to 2% in the Second Precinct and none in the First Precinct provide the CAU with some information every day.

A slightly higher percentage of officers in the First Precinct mentioned that they always read CPAB's (Table 22) compared to officers in the Second and Third Precincts. However, more Third Precinct officers said that bulletins are discussed during muster all the time than did First and Second Precinct officers.

Table 20
EVALUATION BY PRECINCT OF INFORMATION PROVIDED BY CAU
(In Percentages)

Information respondent requested was provided:	First Precinct	Second Precinct	Third Precinct
Always	46	63	60
Usually	35	22	27
Seldom	0	0	0
Never	2	0	0
Not Requested	<u>17</u>	<u>15</u>	<u>13</u>
	100	100	100
Information respondent requested was provided soon enough to meet needs:			
Always	29	45	47
Usually	51	40	40
Seldom	4	0	0
Never	0	0	0
Not Requested	<u>16</u>	<u>15</u>	<u>13</u>
	100	100	100
Information analyst provides when he comes to respondent is useful:			
Always	21	31	23
Usually	60	50	66
Seldom	2	0	2
Never	<u>17</u>	<u>19</u>	<u>9</u>
	100	100	100

Table 21
FREQUENCY OF INFORMATION PROVIDED TO CAU, BY PRECINCT
(In Percentages)

Field Interview cards are submitted to CAU:	First Precinct	Second Precinct	Third Precinct
Daily	12	8	15
Biweekly	16	26	23
Weekly	42	30	20
Bimonthly	7	21	15
Monthly	14	13	17
Never	<u>9</u>	<u>2</u>	<u>10</u>
	100	100	100
Information other than FI cards is provided to CAU:			
Daily	0	2	15
Biweekly	14	14	5
Weekly	17	22	21
Bimonthly	17	20	15
Monthly	28	40	28
Never	<u>24</u>	<u>12</u>	<u>15</u>
	100	100	100

*Rounding difference

Table 22

UNIFORMED OFFICERS' USE OF CRIME ANALYSIS BULLETINS
BY PRECINCT
(In Percentages)

Crime Pattern Alert Bulletins

	CPAB's are read:			CPAB's are discussed during muster:		
	1st	2nd	3rd	1st	2nd	3rd
Always	92	87	86	38	17	43
Usually	6	13	14	52	46	48
Seldom	2	0	0	10	31	9
Never	0	0	0	0	6	0
	100	100	100	100	100	100

Crime Analysis Information Bulletins

	IB's are read:			IB's are discussed during muster:		
	1st	2nd	3rd	1st	2nd	3rd
Always	77	70	71	31	17	45
Usually	23	26	27	56	42	43
Seldom	0	4	2	13	35	10
Never	0	0	0	0	6	2
	100	100	100	100	100	100

Table 23

UNIFORMED OFFICERS' PERCEPTIONS OF USEFULNESS AND TIMELINESS
OF CAU OUTPUT, BY PRECINCT
(In Percentages)

	Percentage Agreeing with Each Statement		
	First	Second	Third
Information in CPAB's useful	100	100	95
Information in CPAB's is received in time to be useful	92	96	95
Information in IB's is useful	98	100	95
Information reported in IB's is received in time to be useful	92	98	98

As Table 23 shows, there is not much variation in the officers' perceptions of the usefulness and timeliness of Crime Pattern Alert Bulletins and Information Bulletins. A high percentage of the officers in all three precincts consider these bulletins to be useful and timely in performing their duties.

Table 24 shows that 50% of the Third Precinct officers compared to 35% of the First and 33% of the Second Precinct officers use CAU information daily. However, only 20% of the patrol supervisors in the Third Precinct compared to 25% in the First Precinct and 75% in the Second Precinct use CAU information in planning daily manpower allocations and patrol activities.

Table 24
 PATROL OFFICERS' USE OF CAU INFORMATION IN DAILY ACTIVITIES
 BY PRECINCT
 (In Percentages)

Information is Used:	First	Second	Third
Daily	35	33	50
Biweekly	23	21	19
Weekly	33	27	17
Bimonthly	2	11	3
Monthly	5	8	3
Never	<u>2</u>	<u>0</u>	<u>8</u>
	100	100	100

Table 25
 PATROL SUPERVISORS' USE OF CAU INFORMATION IN PLANNING
 DAILY PATROL ACTIVITIES AND MANPOWER ALLOCATIONS,
 BY PRECINCT
 (In Percentages)

Information is Used:	First	Second	Third
Daily	25	75	20
Biweekly	25	0	0
Weekly	0	25	80
Bimonthly	25	0	0
Monthly	0	0	0
Never	<u>25</u>	<u>0</u>	<u>0</u>
	100	100	100

Responses to Open-Ended Questions

WHAT DO YOU FEEL IS THE MAJOR FUNCTION OF THE CRIME ANALYSIS UNIT?

From a sample of 210 respondents, 194 answered this question. Of those responses, 139 were Uniformed Division, 35 Investigative Division, and 20 Uniformed SPOT. In general, the function of the Crime Analysis Unit is perceived as an information flow system and a determinant of crime patterns. The actual responses by division follow.

Uniformed Division

- To advise units what areas need patrol; stronger at certain times.
- To provide an overall survey of criminal activities and circumstances.
- Gives each shift more up to date information than is normally passed out.
- To have the uniform man do more investigative work.
- To determine crime patterns, maintain information concerning crime and dissemination of information.
- Gather data obtained by uniform patrol and distribute this information through uniform and detective personnel.
- To see if there are patterns to crimes committed in each zone.
- To help the police officer on the street to find the problem areas in his zone and the suspects.
- View the crime analysis unit in the first precinct as a record keeping unit. Am not aware nor observed the total function of the unit.
- Alert patrol to crime patterns, known offenders and assist in gaining likely suspects through M.O.'s, field interviews, etc.
- To assist the patrol officer in more effective patrol and to inform him of patterns or special areas which need attention in his patrol area.
- To set up crime patterns, alert the precinct of problem areas, and to set up filing system on known criminals.
- To assist officers in stopping repeat crimes occurring in their zone by analysis of suspect and vehicle information.
- To identify problem areas and recommend ways of solving these problems. To make all possible information available to the individual officer.

- To develop a crime pattern, research M.P., "advice" of possible course of action.
- Alert the patrol officers of various crime patterns in his zone and of possible offenders.
- Pinpoint trouble areas.
- Gathering information with preference to high crime areas. Dispersing information of wanted or suspicious persons.
- To gather information on crime and problem areas in the precinct and forward it to the officers.
- To collect and prepare data and to inform patrol units of criminal activity.
- To inform officers of criminal activity within the city. Statistical reports are necessary to evaluate high-crime areas.
- To provide and disseminate information to the uniform patrol.
- To inform the officer of crime patterns and trend identification.
- To supply up-to-date data on crime statistics and patterns on a daily basis -- more beneficial patrol plans can be made.
- To identify crime patterns and disseminate information to the patrol units.
- To pinpoint and analyze specific crime areas and transfer this information to patrol.
- To help pinpoint problem areas and to help the officer to learn the criminals in each zone.
- To inform officers of crime patterns and alert them to use this information.
- To attempt to provide centralized analysis of raw intelligence information.
- To disseminate information and to establish crime patterns.
- To use the supplied information and distribute it in bulletins.
- To assist us in crime prevention and to pinpoint patrol in areas of crime.
- To plot and study present crimes and patterns and to attempt to predict future crimes.
- To provide information in relation to patterns and predict future crime patterns.

- To make information available to the officer concerning his area and other areas. The information is on criminal suspect, patterns, crime related patterns in other cities and precincts.
- To make information available to the patrol officer in his precinct and zone. To make available information on crime patterns that affect the patrol officer.
- To inform the officer of high crime areas and possible suspects.
- To assist the uniform officer and to show the problem area in a variety of ways and make the officer aware of these problems.
- To find criminal patterns and to compile information on known offenders and crime. To aid the officer in his work.
- To provide criminal activity information to the officer for more effective patrol.
- To analyze the information provided by the officer with reports to see if patterns exist.
- To help patrol units see crime patterns, location of crimes, and types of crimes.
- To provide the patrol officer with information on problem situations and problem areas within his zone.
- To gather information and provide information to units.
- To determine criminal patterns -- type of crimes and perpetrators.
- To analyze the current high spots and types of criminal activity. To disseminate cumulative information to other officers.
- To assist in solving crimes.
- To show where and what reasons cause more crimes to occur.
- To establish criminal trends and attempt to point out possible targets. To collect and sort suspect information.
- An information distribution point. A central coordination point for incoming information.
- To determine crime patterns.
- To correlate and distribute information to officers that might be overlooked otherwise.
- To coordinate and distribute crime pattern information.
- To inform police personnel of the types of crimes that are occurring, when and how they are occurring, and the possible criminals.

- To correlate unrelated facts into a workable solution of crime.
- To alert the officer of criminal patterns and suspects.
- To study incoming reports and to determine patterns of crime in a particular area.
- To make uniform patrol aware of crime patterns, problem areas, possible suspects and their M.O.s. To justify special patrol tactics in problem areas by documenting and posting crime patterns.
- To keep track of offenses (type) from various areas and correlate them.
- To analyze and disseminate crime patterns. To link known offenders and their M.O. to certain types of crimes. To provide patterns to assist in planned patrol.
- To give us a good idea where and when a crime might occur.
- To expose crime patterns, locations of high crime areas (times and type of crime), to develop suspect information. To act as reference guide for all of the above information.
- To assist officers on the street and investigators by providing information pertaining to criminals and crime patterns.
- To gather information that may be useful to the patrol officer so that the patrol officer can be aware of what is happening in his zone and precinct.
- To assess crime patterns in Virginia Beach and to attempt to make informed predictions of the nature and location of future problems.
- To be able to spot crime waves and to be able to anticipate where crime will strike next.
- To develop information from PD 18s and field interviews to determine crime patterns and suspects.
- To give information to the units in the areas where crimes may happen and information on suspects.
- To help provide information on the officer's area or zone. To provide information on known offenders.
- Communication -- flow of information.
- To supply information to precinct supervisors for implementation of planned patrol procedures. To supply information to the patrol officers for less formal patrol procedures.
- To gather all information from many sources and to establish patterns and general crime information for precinct use.

- To establish more investigation in the uniform division.
- To lessen the work load on the detective bureau while expanding on the use of the patrol officer.
- To follow crime patterns and identify suspects.
- To gather information and help patrol units with the information gathered.
- To detect trends.
- To make me aware of what is going on in my zone.
- To make officers aware of problems within the zones so they can regulate their patrol procedures and make officers aware of suspects.
- To keep the personnel of the precinct informed on criminal activity, suspect information, and crime patterns.
- To keep an up to date record of criminal activity in my area as well as the city; and to provide current information in return.
- To relay information on crimes and suspects to officers in a condensed easily understood format on a regular basis
- To gather crime information and pin-point trouble areas. To keep the patrol officer up to date about criminal activities in his zone and precinct.
- To analyze crime patterns and methods of operations. To inform street officers of patterns.
- To keep records and evaluate trouble spots. To keep officers informed. To help predict future trouble spots.
- To pool information from individual officers for the benefit of everyone.
- To inform the officer of who and where their frequent offenders are.
- To provide timely information to patrol units of on-going crimes and patterns which develop.
- The crime statistics are relevant to the zones we work.
- To pinpoint -- crime areas, M.O.s, known offenders, and patterns of crime.
- To point out trouble areas and to increase patrol in these areas.
- To keep first line supervisors abreast of crime trends for better manpower utilization.

- To assist uniform patrol in establishing crime patterns and to counteract with selective enforcement.
- To increase the amount of criminal activity information available to officers.
- To collect, analyze and disseminate information pertaining to crimes and criminals.
- To make the patrolman more involved and aware of his duties.
- To make us (patrolmen) aware of the information from the street and other zones that can help in preventing crime and making important arrests.
- To help alert patrol units to problem areas in their zone, help set up and predict patterns of crime, help identify suspects and correlate all information by patrol officers.
- Keeping track of crimes and crime areas.
- Analyze crime patterns and suspects and make these facts known to patrol personnel.
- To assist in detection of criminal patterns within the city and advise of problems that might assist in clearing cases.
- To let the patrol units know what is happening in their zone.
- Compiling statistics of criminal activity and making patrol personnel aware of receiving problems.
- Coordinate information from offenses with target areas in the precinct -- make predictions on the frequency of crimes in a particular area.
- To gather crime data which enables administrators to see the rise and fall in the city's crime. Also helps individual precinct officers to know what is happening to their zones.
- The absorption, compiling and evaluation of input; with the projection of possible suspects and future crimes as the output.
- To maintain the crime as it appears and keep up to date on burglaries and other crimes and relay on to patrol.
- To obtain information from offense reports, field interview cards, and bring the available information together in a crime bulletin when a pattern is developing.
- To compile statistics on crimes in the precinct area and from this construct a pattern of the crimes and other activity in the precinct area.

- To try and pinpoint high crime areas and to obtain information as to areas crime will be next.
- To develop MO's.
- To pinpoint crime prior to its happening based on previous crimes in the area.
- Doesn't help any.
- To coordinate information that street officers obtain with that from the detective bureau and keep both informed of criminal information.
- Keeps patrol units informed of crime areas and known suspects.
- Traying to match a pattern of crimes in an area and coordinating information submitted by the entire precinct.
- To accumulate information from field interviews, PD-18s and other sources. Analyze it and have it available for reference by police personnel.
- To compose information and get it to the patrol officer as soon as possible.
- Identify crime patterns; provide operational information for patrol planning; identify possible suspects in regard to criminal activities.
- Giving advance knowledge of possible problem areas.
- To supply precinct units with crime patterns, etc. and suspect committing crime and potential crime areas.
- Analyze, coordinate, filter and disseminate information to patrol units to aid in the patrol functions.
- Bridges the gap in communications between the uniform officer and the investigator. Compiles all information.
- To supply data of crime patterns and suspect information to the patrol officer so as to help in speedy apprehension of criminals.
- Chart possible patterns that are developing and help officers know offenders in their area.
- To compile information to set patterns and stop or decrease crime. To establish patrol in major crime areas.
- Single out possible future crimes before they occur.
- To comprise all information submitted by officers in the field to project possible crime situations in the near future.
- Determine crime problems and areas and compile possible suspects to pass on to those working the street.

- To map out patterns of offenses and point out potential victims. To pinpoint high crime areas throughout your zone.
- Pointing out high crime areas and times. Coming up with possible suspects for crimes -- such as known offenders, in reference to M.O.
- To collect data from the street and locate patterns developing of criminal activity and pass this information on to patrol officers.
- Identify crime problems, both type and place of occurrence, ascertain patterns in crime, compile convicted offenders in the area and up-dated intelligent info -- channel the proper information to the proper officers concerning the above.
- To provide all criminal activity to the officers, and gather information on suspicious activity.
- Spot trends in crimes and to pinpoint areas that need to be checked more closely than others for certain types of crimes.
- Provide useful information to patrol and detective division.
- Attempt to establish trends/patterns on crime thru analysis of reported offenses; aid in establishing suspects in various offenses.
- To figure crime patterns and to get information on various criminal and suspect vehicles.
- Develop patterns of crimes and showing a high probability of occurrence.

Investigative Division

- Gather and disseminate information pertaining to crime flow either from reported crimes or unreported crimes (ie) information debriefings or field interview forms.
- The identification of significant crime trends.
- To analyze offense reports so that high crime areas can be patrolled more and also to relay information on suspects obtained from field interviews and offense reports to investigators.
- Coordinate information from patrol officers so the best use is made of it.
- To gather information that will assist investigators in solving crimes and also to assist uniform personnel in crime prevention.
- To compile and evaluate intelligence, to chart this information into a useful form as it relates to particular crimes or criminal activity and distribute same for the detection and prevention of crime.
- To determine what crimes need emphasis and to make recommendations to the chief as to needed programs, etc.

- Determining problem areas within the city so steps can be taken to provide adequate coverage.
- To direct patrol to the areas where it can be anticipated that crimes will occur.
- To gather information and to put it into a pattern of possibles.
- To compile information and dispense as circumstances dictate.
- To keep shift supervisors appraised of criminal element and activity within his precinct to assist in planned patrol by performing above functions.
- The analysis and proper dissemination of the information.
- Compiling statistical data pertaining to criminal offenses and making recommendations based on their findings to the uniformed and investigative divisions concerning manpower, equipment, etc.
- To gather information and to put this information together to get an overall picture of the crime element.
- I feel that this is a vital role in solving police-related problems. To plot problem areas and to keep patrol aware of what is going on in their zones.
- To furnish information to aid and assist patrol and investigators.
- To supply information to the uniform man about crime areas and to transfer information between the Detective and the Patrol man.
- To assist precinct offices in the fighting of crime.
- To gather information and crime patterns in helping to determine crime areas and to possibly make apprehensions and cause the crime rate to drop through these functions.
- Evaluate major trends.
- To assist the detective bureau in gathering information on suspects.
- Collect and store data that can be recalled to show crime trends and patterns.
- Compute the amount of crime in their precinct, then analyze where it is being performed, and set up units to combat that area. Also stay up with apprehensions and m.o.'s.
- To establish crime patterns, probability of where and when crime will occur, connect field interviews to crimes in area.
- Location of crimes and patterns, helps the Uniform Division to be more alert of where crimes are taking place.

- To receive information relating to crimes, analyse it, and determine if there's any kind of patterns. Also provide feedback to the police officers. It's more or less an aid to the police dept.
- To sort information from street to various reports, also crime patterns requiring more police action.
- To analyze information and spot trends in the areas covered. Also provide information to the men in the field regarding stolen property and possible suspects.
- Show high crime areas. Identify suspect. MO's.
- To obtain crime pattern information. To point out criminal activity areas. To obtain m.o.'s. To obtain names of suspects, race, ages, mo's.
- To provide criminal activity information on the different areas of the city and to provide information on possible suspects.
- Pin-pointing high crime area for future dispersement of manpower and for obtaining future equipment as needed.
- Gather and evaluate crime data and report results.
- Collection of information.
- Identify trouble areas and times of day most likely to happen.
- M.O.'s.
- Running check of problem areas in precinct.

Uniformed SPOT

- Determine crime patterns to enable better placement of manpower. Spot trouble areas of particular crimes.
- To obtain, classify, organize and distribute pertinent information to the precincts and bureaus.
- Find crime patterns, develop patrol tactics.
- Gather information.
- Gather information on crime and help plan the police "attack" on it.
- To give uniform personnel default information to help them concentrate efforts in needed areas.
- To determine and pattern crimes and to manufacture methods to reduce its occurrence.
- Patterns of criminal operation are seen.

- To collect crime data and see that it gets to the troops.
- To try and get information out to units working area where a crime may take place.
- Gathering information and predicting patterns of crime in certain areas.
- Keep officers informed. Collect and co-relate information collected.
- Gather and compile criminal information.
- To collect, dissemination of information.
- To establish patterns of crime in a specific area and to bring it to the attention of the officers working in that area.
- Supply information.
- To accumulate statistics to help in analyzing crime patterns.
- To determine crime problem trends -- suggest solutions, send information to units.
- To gather data and disseminate it to officers who work a particular zone where problems occur.
- To collect data on crimes, suspects, mo's, etc. and attempt to make good use of the material.

WHAT TYPE OF INFORMATION WHICH YOU ARE NOT PRESENTLY RECEIVING WOULD YOU LIKE THE CRIME ANALYST TO PROVIDE?

From the total sample (N=210), 89 replied to this question. About one-third of the responses were "None." Of those who gave other responses, 41 were Uniformed Division, 12 Investigative Division, and 5 SPOT. A majority of the respondents agreed on a need for more information from the Crime Analysis Unit. The responses appear to be individual requests for specific types of information. The verbatim replies by division are below.

Uniformed Division

- Information on crimes of serious nature that are happening elsewhere that may pertain to our area.
- I'd like to see a "Hot Sheet" printed out for each unit showing recently stolen autos and property of value and wanted persons. This should be kept in the unit and updated on each shift.
- A list of known offenders to each zone.
- More M.O. type information. More ideas on when and where crime is.
- If possible, would like what previous action has been taken by them on persistent problem.
- At this time, the crime analyst is filtering out enough information. In the future, I would like to have more information on suspects in certain areas and more available information on priors of suspects.
- More suspect information.
- A list of wanted persons or vehicles. Pictures of suspects.
- Military personnel information such as deserters.
- Lists of military persons who are absent without leave and deserters.
- Some type of feed-back by the analysts from the detective bureau.
- More information on "attempts" to commit certain crimes (pattern) than just information on crimes that have occurred. More information on related complaints. such as an area where the burglary rate is high, I would like to know how many prowler and peeping-tom complaints are coming in and where the sightings are occurring. This is helpful in determining where stake-outs should be set up.

- List of stolen vehicles. List of runaways.
- None of the information given is useful.
- More pattern updates. Who the detective bureau is investigating or suspects.
- A posted list of significant field interviews. Known or unusually suspicious persons.
- An up-to-date list of all larcenies, B.O.L. (be on lookout), and all felonies.
- An up-to-date, continuing rap sheet to be used in the car for quick reference on stolen vehicles etc.
- More seasonal crimes and types of perpetrators.
- More photographs of persons.
- Weekly sheets on who is wanted, if anyone, for felonies in my zone.
- An up-to-date on all B.O.L. vehicles and if the vehicle is located or remains at large.
- A basic background of the function of the crime analyst.
- An up-dated, daily list of B.O.L.s that are felonies.
- All listings of reportable crimes and serious domestics.
- Information on known offenders activities, drug traffic locations, methods and suspects.
- Make charts open to view at midnight and evening shifts.
- List of vehicles suspected of being used in criminal activities.
- Better addresses on suspects' living arrangements.
- A list of arrested subjects, type of crime, and which zone they live in -- particularly those in my zone.
- Update on stolen property -- auto and large items.
- How crimes especially burglaries are cleared -- if by arrest -- information on who.
- Arrest and conviction information.
- More information. When it first started we got a bulletin once a month, now it is about once every two to three months. Need an update of stolen vehicles.

- Present information is good, but I would like to have a definite distribution of yellow information sheets on a weekly basis though.
- Updated lists of locally stolen motor vehicles.
- Suspect information.
- Weekly summary of all crimes committed in each zone.
- Would like to receive weekly summary of crime problems either precinct or city-wide.
- All crimes reported in my zone; date, time, and objects of intent.
- More specific times during which offenses occur.

Investigative Division

- Flow of suspects and type of criminal activities.
- Information obtained from field interviews where a particular offense occurs.
- Drug, vice information as developed by field interview cards.
- I would like a printout of all burglaries in the 2nd Precinct each month and not just those that I work. Some of these are being worked by the uniform men. I would like a personal copy.
- Criminal suspects and more information on crime patterns.
- Areas where there are major crime problems
- More information on cases that have been worked by uniform patrol (CBA).
- Catch burglars.
- Where my runaways are!!
- Who did the crime.
- Names of shoplifters arrested in each precinct monthly. List of juveniles caught in curfew violation.
- Would like information more accessible.

Uniformed SPOT

- DUI (driving under influence) arrest vs. DUI convictions and any other traffic related information.
- Selective traffic information.

- None really (from Crime Analysis Unit). (An officer) in my bureau (SPOT) analyzes and determines hazzard areas and times to prevent fatal crashes by education, engineering and enforcement. Application to areas of concern that have developed a "trend".
- Areas for helicopter use in crime prevention.
- If subjects are caught, who caught them? When did they catch them? Are there any others still at large for particular crime?

DO YOU HAVE ANY SUGGESTIONS FOR IMPROVEMENTS?

Of 210 respondents, 80 replied to this question. Over one-half of the responses were "None." Of those who gave other responses, 22 were Uniformed Division, 12 were Investigative Division, and 6 were Uniformed SPOT. The responses appear to fall in two general categories. First, there is a request for a more frequent flow of information and exchange of information (i.e., across zones and divisions). Second, more manpower is needed in the Crime Analysis Unit to make information available to those individuals who work evenings, nights, and weekends. The actual responses by division follow.

Uniformed Division

- Muster room lecture if pattern is consistent.
- Only that they don't work the hours that patrol works. Whenever you need them they are never there.
- The unit should be present at muster for any information needed.
- Timely dissemination of data, more emphasis on person known to be involved in certain types of crimes.
- We need more bulletins to anticipate crime patterns early enough. A representative from the crime analysis unit should be at musters weekly.
- The crime analysis unit should visit musters at least once a week to ascertain the officers needs.
- Provide more suggested patrol patterns.
- I think they should come into our musters more, with information.
- Faster feedback of information to officers.
- Could use the information they receive faster.
- Put more information out on persons involved.
- He could hold a muster with CAU platoon once a week.
- The Crime Analysis (Unit) should advise us on a daily basis of areas to watch for and wanted persons.

- They should attend muster occasionally and advise the men on any specific problems and let us know more what they are doing.
- More manpower in gathering and coordinating information input -- so it can be distributed quicker.
- Getting information out as soon as possible.
- We need the information before the problem has become extremely difficult to correct.
- Some type of liaison between precincts and bureaus.
- More practical application of information that is available.
- Better staffing -- one man and a secretary drastically reduces what the unit is capable of doing. The main problem with our unit is that it is undermanned.
- From my discussion with them they seem to have too much work to keep up with. Would suggest more personnel.
- Have a strong back-up person in case of illness or transfer of analyst.
- More information.
- More room for analyst.
- More regular bulletins.
- More frequent bulletins.
- Need improvement in finding information (specifically PD 18s). Need help to properly interpret maps.
- The shift schedule causes the (crime analysis) unit to be unattended the majority of the time. More assistance is needed to keep and organize the paper work.
- Need a two-shift unit -- one to work 8:00 AM - 4:00 PM and the other 7:00 PM to 3:00 AM.
- More manpower and the unit should be put on the street at least once a week to keep up on our changes.
- Need a larger staff to produce information faster.
- More persons within the unit to keep up with the paper work.
- Put out the bulletins more often.
- More training of the analysts.
- More staff and better relations with communication division.
- More involvement with musters.

- Less pressure from Headquarters' coordinators on individual analysts.
- Relaying of information on who has been arrested in the precinct every other day.
- Get rid of it!
- Information on how crimes especially burglaries are cleared.
- Allowing one of their assistants to spend some time in a bad spot on the street gathering any information he may deem necessary.
- Need graphic displays available 24 hours a day; not locked up except between 9AM and 5PM Monday through Friday. The graphic display would get the points across at muster much easier than bulletins alone.
- Get a tracer for officers.
- There should be someone from the unit available at all times instead of strictly 9 - 5. The evening and midnight shifts need information at that time -- not next Monday.
- Add more personnel.
- More manpower to allow a capacity for improved intelligence and to allow more time to analyze problems and aid with the ever increasing mountains of paper work. Also allow a weekly crime information bulletin.
- More frequent information bulletins to each officer.
- Greater availability for crime analysis unit in evening hours and midnight shift.

Investigative Division

- The problem with any crime analysis program is the people who supply information do not provide the information to the unit. This information should be furnished in form of debriefings or memo form. All police personnel -- basically should be obtained and disseminated regardless of type or nature.
- Work closer with the investigators on cases.
- That the efforts of each analyst not end at his precinct's limits. There appears to be very little precinct to precinct exchange of information.
- Make the analysts' reports easily accessible to officers, if it is not being done now.
- Need more information reference: drugs, vice, gambling.

- Give analyst more help. We need more burglary detectives.
- More communication between the precincts and investigative division (myself included).
- Close contact with detective bureau and not so much concern with the government money.
- Office is only open on day shift. Frequently, we need to obtain information at nights and cannot obtain it (mainly at 3rd precinct).
- Closer communication.
- Need personnel on around-the-clock basis.
- Have a crime analyst on day shift and evening shift.
- There is a need for matching information with reports and forwarding to investigative division. There is a definite lack of communication.

Uniformed SPOT

- Analyze information pertinent to SPOT bureau.
- Keep up the good work for the precincts.
- From what I hear from precinct officers, it beats random patrolling.
- Although information is usually available at the precinct the analyst is not there. Cannot discuss or answer questions.
- Provide special units with specific data that can be utilized to improve overall coverage of city. To assist group units and street patrol.
- Follow up on information if patterns shift or stop.

IN YOUR OPINION WHAT ARE THE GREATEST STRENGTHS OF THE CRIME ANALYSIS UNIT?

This question was answered by 160 of the 210 respondents. Eight of the 160 responded "None." Of those who gave other responses, 103 were Uniformed Division, 32 Investigative Division, and 17 were Uniformed SPOT. In general, the strength of the Crime Analysis Unit is the analysis of data and dissemination of information. The verbatim responses by division are below.

Uniformed Division

- Central location to obtain and distribute information.
- Dedication and zeal.
- Information.
- They have the time to put all information together which is useful to the officers.
- Communication of information.
- Only what patrol puts into it.
- Gathering all information & putting it into one uniform report.
- Record keeping.
- The time it saves each officer in reading and recording crime in his zone. The officer couldn't do this before to the extent now being done.
- Pinpointing crime patterns through maps and crime pattern alerts.
- Suspect information and vehicle information.
- Keeping the patrolman informed.
- Very effective if used properly.
- Organization and availability (of information) to the patrol officers.
- Developing patterns on crimes. Putting information from various officers on the street together and passing it on to everyone.
- The Crime Pattern Alert reports and the known offenders book.
- Consolidation of information.
- They consolidate crime-related information.

- He (crime analyst) has the resources to do a good job and get information that is needed.
- Ability of CAU personnel and their desire to do a competent job.
- Pinpointing crime patterns.
- Gives me an idea of where and when problems are occurring in my zone.
- Establishing patterns of crime. Keeping information on suspicious subjects.
- The ability to gather factual information and get it to the officers as soon as possible.
- To gather information from all zones at all shifts and put together suggestions to help patrol and to set up patrol.
- Knowing what is going on in the precinct. Before, you usually didn't know what was going on unless you had something to do with it.
- Information.
- Obtain info not normally received.
- Giving good useful info to us.
- I'm provided information and statistics that are needed. Developing patterns in crime that may exist.
- The expertise and the overall information it provides.
- The unit brings together facts gathered by separate officers into a workable form.
- The resources and facts that are compiled and disseminated.
- It is the brain of the precinct where information is funnelled and disseminated.
- The resources the analyst has made.
- The street experience of the officers working in the unit relates to my needs.
- The knowledge of crime, crime areas, suspects, and the ability to link these together.
- Provides information that assists in apprehension and prosecution of criminals.
- Keeps officers informed. Keeps officers aware. Helps officers to perform their jobs more effectively.

- The ability to pool information to help everyone.
- Provides information to patrol units.
- The location in each precinct.
- The information.
- The capabilities of the computer use.
- The personal contact with the officers -- the line of communication between the street officers and command.
- The readily available information.
- The information is beneficial to the public because it concerns problems and crimes committed.
- The ability to correlate information received and establish crime patterns.
- The ability to show patterns and M.O.s -- crime bulletins. The availability of the analyst.
- The analyst who devotes his entire working day to the program and has no other duties.
- To give information to the street units.
- The organization of the general input from patrol.
- Analyzing information and supplying it to field personnel.
- Taking information from many sources and filtering it into useful information.
- Advises precinct personnel on what may be increasing in crime and who to be on the look out for.
- The publications that we currently receive.
- The dissemination of information. The crime patterns or problems in a certain area.
- Statistical data.
- All areas.
- Providing current information.
- The person or persons running it.
- The help they give us.

- The ability to pinpoint criminal activity by type and area. The information on known offenders.
- Crime bulletins.
- Pin maps, pictures, and special cards for locating cars and persons.
- Maintaining a base of information at the precinct level.
- It now provides a central exchange point for information.
- The availability of information.
- The ability to correlate input from other officers and distribute information to those concerned. This information might be lost otherwise.
- The quantity of information there, even if it is difficult to keep abreast.
- Dedicated workers, factual information, useful factual information for patrol units.
- Providing up-to-date information.
- The correlation of criminal activity and establishment of patterns.
- Speed in which information can be obtained.
- Keeping up with crime in our city and keeping the men informed as well.
- Relaying of information on who has been arrested in the precinct every other day.
- Makes a point to keep up with everything that is going on.
- To provide information on suspects here at the precinct.
- To help curtail possible crime areas by predicting areas most likely to be hit.
- Providing information.
- Crime analysis.
- Provides the patrol officer with information to help plan patrol procedure, suspects in the area, suspect vehicles and patterns of crimes.
- Information on patterns that occur in precinct or city instead of only the zone.
- Capable and dedicated personnel.
- The patrolman on the street.

- The analyst knows his job and evaluates any and all information received and passes it to zone units immediately.
- Research capability and the elimination of unnecessary (information).
- Police officers doing the work.
- Available information to aid in apprehension of criminals.
- Matching bits of information received from different officers.
- Helped to recover property and improved P.R.
- Predictions.
- Reporting up-to-date information to the field officers .. But this is only as good as the information supplied by field officers.
- Compiling information.
- Analysis of potential crime areas.
- Patterns, possible suspects for various crimes, M.O.'s, potential targets.
- Putting out the pink and yellow sheets, and keeping records on suspects.
- The ability to gather information, analyze and give an informative bulletin to the officers.
- Dedication of staff.
- Being able to put together and put out to everyone important information on people and autos.
- Information to uniform patrol that was never available before.

Investigative Division

- Provide background of suspects on first-hand basis.
- Identification of crime trends.
- The capability to analyze offense reports and to use this information to establish patterns and suspects.
- Co-ordination and dissemination of information that might otherwise be lost.
- Opportunity to compile information from all police officers and have same on file for use when needed.
- Maintaining all of the data that is received from the patrol officers and co-ordinating and filing same so it is useful and available.

- Can pinpoint crime trends in the city and provides good information to the department so adequate police coverage can be instituted.
- Ability of assigned persons to coordinate patrol activities.
- The men that are assigned, are doing a good job.
- Their ability to compile the information and feed the information back to the officer and detective on the street.
- One center where information can be gathered and put back out in a way which can get all the information to all the troops.
- The personnel.
- Being able to receive information directly from patrol officers in precincts.
- The personnel that are working at it and the availability of information.
- Plotting locations of criminal activity and sending out bulletins on activities in the precincts.
- Distribution of information to all concerned.
- Information gathering.
- Development of crime patterns and advising the office.
- Availability of information.
- Good suspect file.
- In depth cross indexed files, lost retrieval and dissemination of information.
- Keeping up with suspects in the various areas pertaining to records and mo's.
- The eagerness with which the crime analysis unit performs its job.
- To assist the cars on the street and let them know where the crimes are occurring.
- Keeps up-to-date records of criminal activities within the city.
- Being able to project possible crime and tying suspects with crime.
- Putting together suspects by matching field interview cards with crimes in the area.
- Up-to-date records, criminal activity, card file, cooperation.

CONTINUED

3 OF 6

- Being able to help locate suspects.
- Good attitude among the personnel.
- Collection of information -- storage bank.
- Collection of information.

Uniformed SPOT

- Aids in reducing crime by providing precinct units with good current information.
- Gives an overall picture with the large amount of information. Can advise uniform people of data not available to them.
- Analyzing and patterning of crime.
- To predict possible patterns and areas of criminal activities.
- Ability to collect and distribute (information).
- Information they (the crime analysts) receive from patrol units.
- Collection of precise information.
- Its (Crime Analysis Unit) personnel.
- Patterns of information on crime areas, persons, and vehicles.
- Information.
- Helping the uniform officers in patrol.
- Keeping a pool of information when needed.
- Ability to compile a wealth of information which can be passed on to patrol.
- Being close to the men in the precincts.
- (CAU is) free to compile, analyze and disseminate information the patrolman would otherwise not have to work with.
- Getting information out to patrol.
- The interest and work efforts of the man (analyst) in the unit.

WHAT ARE THE GREATEST WEAKNESSES OF THE CRIME ANALYSIS UNIT?

More than one-half (N=120) of the total sample (N=210) of respondents replied to this question. Fourteen of these responses were "None." Of those who gave responses, 77 were Uniformed Division, 23 Investigative Division, and 6 were Uniformed SPOT. The greatest weaknesses of the Crime Analysis Unit appear to be the lack of manpower in the unit, the lack of availability of the unit around the clock, the exchange of information between divisions and zones, and the slow dissemination of information. Actual responses by division follow.

Uniformed Division

- No one working nights.
- Not enough help.
- Lack of resources.
- How data is disseminated.
- We need more information faster to stop certain crime patterns. More manpower assigned to the unit would be beneficial.
- Need more help in getting information to the men.
- Not getting info to officers fast enough.
- Not enough personnel.
- Apathy.
- The crime analyst does not give information out in time to watch areas.
- It seems that some of the FI cards filled out don't get forwarded to the detective bureau for their information.
- Lack of manpower.
- The occasional delay in crime reports.
- Not properly staffed with enough personnel.
- Too split -- should be one central office.
- I feel the unit should be centralized. Not enough personnel to analyze the data and get the info out on a timely basis. Much is not being done that could be done.

- (Crime analyst) doesn't come in contact with the patrol officers directly.
- Not enough men are feeding info to the unit.
- Not enough personnel.
- Information sent to the unit from the officers on the street.
- Having to take so much time to provide info to the precinct as a whole. They (crime analysts) are unable to concentrate on a particular area.
- Getting info out to the men.
- Information put to use.
- It hasn't been in operation long enough yet to do the best job it can.
- Not getting the information out quick enough.
- Channeling of info.
- The analyst needs a full time secretary. There is too much paperwork to deal with.
- The analyst needs a strong backup in case he is ill or on leave.
- The need for distribution of field interview cards and feedback from street units.
- Not enough information.
- Crime data is often slow to show up on the maps.
- Not enough communication between the unit and patrol officers.
- Lack of manpower.
- Needs improvement because the unit is new.
- Need more access to computer services to assist in analyzing large amounts of available information.
- Need an ICAP person assigned every shift.
- Need more manpower.
- Limited information because the unit is new.
- The lack of organization, amount of paperwork, lack of accessibility.
- The dissemination of information is slow.
- Not available 24 hours a day.

- The unit is not manned 24 hours a day.
- Overload of case tracking.
- Not enough manpower.
- Understaffing causes slow dissemination of information.
- Need more manpower for paperwork.
- Not used enough because it is new.
- Information not fed in fast enough.
- More personnel needs to take advantage of the unit.
- There are upper level and mid-level restrictions on plain clothes details. Without these details, the information is useless.
- The lack of contact with the analyst while working B, C, and power shifts.
- Not enough contact with the officers on the street.
- Too much messing around with maps and not enough research work.
- No personal contact with the late hour shifts.
- Charts not available to all. Officers in late hour shifts do not have access to the files.
- Uniform personnel cannot use the office on weekends.
- I feel that every uniformed officer should spend at least one month in the unit instead of one or two (days) like it is.
- Time.
- Being able to gather information from other sources and he (analyst) can't get other bureaus to cooperate with him.
- Knowledge.
- Not available to midnight shift except thru written communication.
- Overemphasis.
- Not available to midnight shift.
- Not getting us the information fast.
- Patrolman on the street.

- Getting the information over to the average patrolman -- got to have those graphic displays available to everyone all the time.
- Administrative and bureaucratic blockage -- the lack of a tracer for men.
- The lack of personnel. Unavailable to the patrol when needed.
- In-put.
- Should be made more available and explain more for education purposes within the department.
- Not enough support from other divisions.
- Having 3 units, one per zone, it seems one does not know what the officer is doing. Each does his own thing and has his own priorities. A lot of good information is being lost.
- Needs 24 hour-a-day information.
- Incomplete PD 18's. The fact that not all crimes are reported. Failure by some officers to take C.A. Unit seriously.
- Sometimes not letting us know things far enough in advance.
- Non-availability during evening hours and midnight shift.

Investigative Division

- Do not put out enough information to detectives.
- They work 9 a.m. - 5 p.m. Monday-Friday.
- Not enough information being given to the investigators, without the investigators having to come to them for it.
- They need clerical help.
- There appears to be very little precinct to precinct exchange of information and patrol officers are not encouraged to provide more information. IF THEY COULD BE ADVISED WHEN THEIR INFORMATION ASSISTS - this would be very helpful!
- Possibly not enough information being given to unit for evaluation.
- More personnel is needed.
- Usually a day late and a dollar short.
- The quality of information received thru field interview forms.

- Efforts are designed to benefit patrol function in areas of property crimes. Why isn't emphasis placed on Crime Analysis in the major areas such as narcotics and intelligence?
- Small number of persons to work all the information coming in.
- Communications.
- More available information needed.
- That they are so interested and worried about the money they lose efficiency.
- Lack of coordination between the three separate precincts on problems relating to each.
- Detective Bureau does not seem to be receiving copies of field interviews.
- Need to receive more assistance from investigative division.
- Lack of communication.
- It's a relatively new operation; not completely set-up to the most efficient way.
- Information not being given to them by others.
- Not enough man power and equipment.
- Some are not getting information out often enough.
- Lack of manpower and equipment.
- Lack of communication with all members of department.

Uniformed SPOT

- No assistance for traffic bureau.
- All information should be put into a computer terminal -- it's too much work filing papers.
- Not a round-the-clock operation, like the patrol units who might need info at 0300.
- Unavailable to units working nights. Each precinct analyst keeps records differently making it hard to follow.
- Does not have enough people to have contact with. All first line police officers need personal contact at least twice a month.
- Lack of follow-through.

Conclusions

Based on the findings of a survey of the full-time sworn officers of the Virginia Beach Police Department, a list of conclusions are presented below.

1. Almost all the responding officers (98%) rate the Crime Analysis Unit's performance positively. A majority of the officers (96%) agree that the Crime Analysis Unit performs an important function within the Virginia Beach Police Department. Most of the officers also feel that information maintained by the CAU or contained in the CAU's bulletins is useful to them in performing their duties.
2. Most of the police officers (86%) are familiar with the types of information the CAU can provide. Most frequently requested types are suspect information and information about criminal activities. Approximately three-fifths of the respondents contacted the CAU and are contacted by the CAU between 1 to 5 times a month. The requested information was always provided by the CAU in most of the cases (62%). However, it was not always provided soon enough to meet the requesting officers' needs -- only 42% of the officers always received the information on time.
3. A high percentage of the officers in the Uniformed Division always read Crime Pattern Alert Bulletins (78%) and Information Bulletins (66%). However, in most of the cases, they are not always discussed during musters. Almost all the uniformed officers in the sample (99%) feel that it is important to prepare Field Interview (FI) Cards on suspicious individuals and activities. They submit FI cards to the CAU more frequently compared to other type of information. Most patrol officers (79%) and patrol supervisors (84%) use the CAU information in determining and/or planning daily patrol activities at least once a week.

4. More officers in the Uniformed Division rate the CAU as excellent compared to the officers in SPOT or the Investigative Division. A much higher percentage (97%) of investigative and non-SPOT uniformed officers agree that the CAU performs an important function than SPOT officers (84%). A smaller percentage of SPOT officers (56%) are familiar with the types of information available from the CAU compared to investigative (87%) and other uniformed officers (91%). Similarly, most of the SPOT officers have neither contacted the CAU for information (64%) nor visited the CAU (57%).
5. Officers in the Third Precinct are more positive toward the Crime Analysis Unit than officers in the other two precincts. Fifty-nine percent of the Third Precinct officers rate the CAU as excellent compared to 43% of the Second Precinct officers and only 21% of the First Precinct officers. Third Precinct officers contact the CAU more frequently and also are contacted by the crime analyst more frequently than the First and Second Precinct officers.

VIII. EVALUATION OF MAJOR OFFENDER UNIT

Virginia Beach Police Department
MAJOR OFFENDER UNIT

FINAL EVALUATION REPORT

Prepared by:

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Prepared for:

Virginia Beach Police Department ICAP
Virginia Beach, Virginia

April, 1980

VIRGINIA BEACH POLICE DEPARTMENT

MAJOR OFFENDER UNIT

Introduction

During January and February of 1980 the Center for Urban Research and Service conducted an evaluation of the Virginia Beach Police Department's Major Offender Unit. The major goal of the Major Offender Unit is to improve the charging and case preparation done by the police and to link the improved program of apprehension with the prosecution capability of the Commonwealth's Attorney's office. A full range of objectives for the Major Offender Unit have been established. The purpose of this report is to assess both the impact and successful completion of the stated objectives.

Research Design and Procedures

Interviews were conducted with members of the ICAP staff and members of the Commonwealth Attorney's Major Offender Unit to ascertain the current status of development of the Major Offender Unit within the Virginia Beach Police Department. Subsequent to these interviews a meeting was set up with the operating personnel of the Major Offender Unit, Detective Gerry Fockler and Lt. Carlson. During this meeting, held on January 30, 1980, the established objectives of the Major Offender Unit were reviewed and current development plans were discussed.

Objectives of Program

The objectives of the Virginia Beach Police Department Major Offender Unit, as outlined in the initial Grant Application are:

1. Provide technical assistance to patrol officers and investigators in completing investigations and case files;
2. Accomplishing a systematic review of each case file being forwarded to the Commonwealth Attorney's office for charging and subsequent prosecution;
3. Continuing liaison with the Commonwealth Attorney's office; and
4. Provide intensive warrant service for cases involving designated career criminals.

Procedures developed to meet these objectives included the establishment of new prefabricated case file forms as well as the encouragement of investigative and patrol personnel to contact the Major Offender Unit at the earliest possible stage of charging on all felony cases for review, guidance and suggestions regarding the case file preparation. In addition, a case file tracking system was to be employed as a quality control system to maintain uniform, complete and quality case files, as well as serve as a training device for police officers as to the requirements for successful prosecution.

Maintaining liaison with the Commonwealth Attorney's office is to be conducted by the Major Offender Unit to enable identification of problems or changes needed in the case file preparation. As part of this identification process a feedback system will be established to provide officers responsible for each case file with detailed information on both the outcome of the case and reasons associated with either the success or failure of prosecution.

The Major Offender Unit will provide intensive warrant services for individuals who have been classified as career criminals and as yet not apprehended. In this regard a criteria will be established to determine

who is a career criminal based upon the nature of offense and past criminal history.

Results of Study

Major startup delays have inhibited the successful completion of many of the above stated objectives within the Major Offender Unit. Although the Integrated Criminal Apprehension Program was begun in December of 1978, no operating personnel were assigned to the Major Offender Unit until October of 1979 and only one of the two investigators scheduled for assignment to the Unit began work. As of the writing of this report the second investigator has yet to be assigned.

Development of the prefabricated case files has been completed and 25 files have been tested. These new forms will be fully implemented as soon as printing is completed. Although it is still too early to determine either the success or impact of this new procedure a few comments may be provided. The prefabricated case files are very well designed and will provide easy, systematic review of all cases before forwarding to the Commonwealth Attorney's office. Case tracking will be readily available due to the centralization of all case files and all supplemental information forwarded to the Commonwealth Attorney's staff.

By far, the procedures currently developed will substantially increase the quality control of case files within the Virginia Beach Police Department. However, this Unit's ability to provide technical assistance and training to individual detectives and officers will not be realized immediately. It remains to be seen how often officers will turn to the Major Offender Unit for advice and/or recommendations.

The feedback system discussed above has yet to be developed. This

process appears to have immense potential for educating and training officers on the requirements for successful prosecution, as well as the improvement of police/prosecutor relations.

Due to the fact that a second investigator was never assigned to the Major Offender Unit during Phase I of ICAP, all plans of providing extensive warrant service have been postponed until Phase II begins. In addition, the Major Offender Unit has yet to establish the criteria by which to determine career criminal status. The establishment of a career criminal criteria will be conducted by the Commonwealth Attorney's office Major Offender staff in conjunction with the Police Department's Major Offender Unit and the evaluators.

As of this report writing, it is concluded that the present Major Offender Unit is fulfilling its intended objectives of quality control and systematic review of case file preparation. However, not until the Unit is staffed as originally intended will the Major Offender Unit personnel be able to meet the remaining objectives detailed above.

Recommendations

Recognizing that substantial progress and continual change in the operation and procedures utilized by the Virginia Beach Police Department Major Offender Unit is being made, the following recommendations are submitted:

1. Immediate assignment of one additional investigator to the Major Offender Unit to ensure the satisfactory completion of the program objectives;
2. Implementation of a feedback system as early as possible to further ensure that quality case files are being prepared and successful

prosecution enhanced;

3. Establishment of a career criminal criteria to be used both for intensive warrant service and early identification of serious offenders;

4. Maintenance of data to be used for future analysis of the Major Offender Unit, the prefabricated case files, and the quality control system; these records should include, but by no means be limited to:

- a) Number of case files returned to officer because of omission of required information;
- b) Type of information most commonly missing in a case file;
- c) Most frequent comments or suggestions cited by the Commonwealth Attorney's staff on the feedback system;
- d) Number of warrants served upon suspects by members of the Major Offender Unit staff; and
- e) Names and current addresses of all witnesses on fugitive warrants to ensure availability of witnesses upon suspect's apprehension.

5. Relocation of the Major Offender Unit to more private and spacious office upon assignment of second investigator and implementation of warrant services to permit collection and maintenance of data; and

6. Review of the Major Offender Bureau within the Commonwealth Attorney's office should be conducted to ensure that the Bureau is, a) meeting its objectives, and b) conforming to the suggested guidelines of the Law Enforcement Assistance Administration for Major Offender Programs.

An Evaluation Plan to perform a review of the Major Offender Bureau was submitted to the Virginia Beach Commonwealth's Attorney in August of 1979. This Evaluation Plan has been discussed in detail with members of the Major Offender Bureau. The Center for Urban Research and Service is

willing to conduct the Evaluation whenever the Virginia Beach Commonwealth's Attorney desires. A copy of the Evaluation Plan is attached to this report.

IX. POLICE OFFICER JOB SATISFACTION AND
ORGANIZATIONAL CLIMATE ANALYSIS

Virginia Beach Police Department

FINAL EVALUATION REPORT

JOB SATISFACTION/ORGANIZATIONAL CLIMATE ANALYSIS

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VIRGINIA BEACH POLICE DEPARTMENT
POLICE OFFICER JOB SATISFACTION AND
ORGANIZATIONAL CLIMATE ANALYSIS

Executive Summary

During February of 1980 the Center for Urban Research and Service (CURS) at Old Dominion University conducted an analysis of the general job satisfaction of the full time sworn personnel of the City of Virginia Beach Police Department. A similar survey had been administered by CURS in March of 1979 and this report, in part, presents comparisons of the results obtained in both surveys. In addition to the analysis of the Virginia Beach Police Officers' general level of satisfaction with their work, specific items were included in the 1980 survey to assess the impact of the Integrated Criminal Apprehension Program (ICAP) upon the attitudes, feelings and perceptions of the Virginia Beach Police Officers.

The questionnaire employed contained 79 items and was administered during regular shift changes on February 19 and 20, 1980. The questionnaire was designed to obtain both quantitative and qualitative information. Fixed choice questions were used to collect the quantifiable data while open-ended questions were included to obtain the qualitative information. Two hundred and ninety-eight (298) of a possible 325 questionnaires were completed and returned to the evaluation team, representing a 92 percent return rate.

In general, responses to the fixed response questions by members of the Virginia Beach Police Department indicate a favorable and positive attitude toward the department. A majority of officers feel that the

department is one of the best in the country. At the same time, attitudes toward the department's openness to change and offering of chances to improve and develop skills have improved substantially.

The image of patrol duty has improved over the past year. Significant improvement was found in the opinion of personnel regarding recognition for patrol duty from the department.

Attitudes toward immediate supervisors remained relatively high in 1980 with clear majorities of officers stating that their supervisors keep well informed of general problems and are open to suggestions for change.

The frequency of communication breakdowns remained at a considerably high level since the 1979 survey. Two out of three officers responded that communication breakdowns exist. The location of the breakdowns appear to have moved upward in the chain of command.

A majority of officers still feel they are too bogged down with paperwork to do an effective job. A majority feel that they need new or better equipment to do their job effectively.

Four out of ten officers indicate that they don't have a real sense of accomplishment from their job. About the same number do not feel that they are getting ahead in the department.

The trend in levels of job satisfaction has been upward since 1979. Currently 57% of the Virginia Beach Police Officers are satisfied with their jobs. This represents an 11% net increase since the 1979 survey. Breakdowns of overall satisfaction by rank (i.e. Management, Detectives, Patrol) indicated that "management" personnel are the most satisfied with their jobs (75%) compared with 54% of the "patrolmen" and 46% of the "detectives." All three categories did exhibit increases in the overall levels of satisfaction from 1979 to 1980.

The 1980 survey contained a series of questions asked only of Uniform Patrol and Criminal Investigation Divisions. The results show that the uniformed patrol officers have strongly positive attitudes towards preliminary investigations. The majority feel familiar with what constitutes a good preliminary investigation, and think that patrol officers should conduct more preliminary investigations. A smaller percentage (but still a majority) of detectives agree that patrol officers are conducting good preliminary investigations.

Three-quarters of all uniformed patrol officers feel qualified to conduct good follow-up investigations, while only half of the criminal investigation officers feel that patrol officers are qualified to conduct good follow-up investigations.

A majority of both patrol and criminal investigation officers have strongly positive attitudes towards the Crime Analysis Unit.

Only two-fifths of the criminal investigation officers agree that the command staff understands what is needed to do an effective job.

Most of the uniformed patrol officers feel strongly positive about the effectiveness of the telephone reporting unit and planned patrol. Most of them provide information to the Crime Prevention Office, fill out field interview cards, and provide citizens with crime prevention tips.

Responses to questions dealing with satisfaction, attitudes, and opinions of the respondents were reported by their rank. An analysis was made comparing 1980 to 1979 responses. A significant increase was noted among patrol officers who feel that the department is open to change. A significantly smaller percentage of management responded in

1980 that belonging to cliques helps job advancement than did in the 1979 survey.

Management and patrol officers show consistently positive attitudes towards their supervision, while detectives displayed significantly more negative attitudes towards supervision.

Detectives and patrol officers were consistently negative towards the command staff, while management was significantly more positive towards the command staff in 1980 than it was in 1979.

There has been a shift from 1979 to 1980 in officers' attitudes towards paperwork. In 1979, most detectives felt too bogged down with paperwork, but by 1980 the percentage of detectives who felt too bogged down showed a net decrease of 12%. In contrast, the percentage of patrol officers who felt too bogged down with paperwork resulted in a net increase of 25%.

In 1980, fewer percentages of officers in all ranks felt that they needed new or better equipment to do their jobs and that they didn't have enough time to deal with criminal activities than in 1979.

Overall job satisfaction has increased in all ranks from 1979 to 1980, most significantly among management. Management shows the highest overall job satisfaction, followed by patrol officers. Detectives show the least satisfaction.

Among the three ranks, managers are getting the most self-satisfaction from their jobs, and detectives are getting the least. There is a significant increase in percentages among all three ranks of officers who feel that their salary directly influences the quality of their work. The increase was particularly strong among the detectives.

When the responses of uniform patrol officers were broken down by precinct, it was found that most officers in all three precincts feel that the department is one of the best in the country. However, only in the Second precinct did a majority of officers feel that the department was open to suggestions for change. Of the three precincts, the Second has shown the most improvement in attitudes towards the department.

The majority of officers in all three precincts feel positive towards their immediate supervisors and negative towards the command staff. Both the Second and the Third precincts show improvement in attitudes towards the command staff from 1979 to 1980.

There is a significant increase in the percentage of officers in each precinct who feel too bogged down with paperwork. The majority of officers also feel that they don't have enough time to deal with criminal activities.

The percentage of officers who lack self-satisfaction appears to be the highest in the First precinct. Self-satisfaction has improved the most for the Second precinct.

A strong correlation was found between familiarity with ICAP and positive attitudes towards the ICAP program. In general, the more familiar the respondent is with ICAP, the more likely he is to feel that ICAP has a positive effect on the department, that his relations with supervisors have improved since ICAP, and that his communications with other officers are better since ICAP. The respondents who are most familiar with ICAP are also most likely to feel increased satisfaction with their work since ICAP, and to feel that the use of data in decision making has improved since ICAP.

A comparison, by precinct, of 1979 and 1980 responses to questions concerning officers' opinions and satisfaction revealed that, overall, the Second and Third precincts show significantly more positive attitudes towards the department, supervision and their jobs, while the First precinct shows very little change.

All three precincts rate the department higher this year than last, but the Second precinct shows the most significant improvement, with a 51% net increase in the percentage of officers who feel that the department is open to suggestions to change.

Although the majority of officers in all three precincts have positive attitudes towards their immediate supervisors, only the officers in the Second precinct have declined in negative attitudes towards supervision.

Officers in all three precincts still feel somewhat negative towards the command staff, but the Second and Third precincts have shown significant improvement in their attitudes.

The majority of officers in all three precincts feel that they have too much paperwork and that they don't have enough time to deal with criminal activities. A comparison of 1979 and 1980 responses shows an increase in all precincts of officers who stated that they have too much paperwork. However, the number of officers in the Second and Third precincts stating that they lack time to deal with criminal activities has decreased.

Officers in the Second precinct indicated they are getting more self-satisfaction from their job, while they are also the most likely to feel that their salary directly influences their job performance.

According to the results of the job description index (by rank), the majority of patrol officers and management remain positive towards supervision. The majority of detectives displayed negative attitudes towards supervision in 1980 and this figure was significantly higher than in 1979. The attitude of the majority of detectives and patrol officers has remained negative towards pay, while managements responses were more positive towards pay this year than last year.

The qualitative data from the open-ended questions, presented in section VI of this report, present an interesting contrast to the quantitative (fixed choice) data. In general, officers who responded to the open-ended questions feel very dissatisfied with the upper level management of the Virginia Beach Police Department.

Other areas of the department which were strongly criticized were the dispatch system, the current shift schedule, communication among top supervisory personnel and the lack of training available.

Since many of these areas were not directly addressed in either the 1979 or 1980 survey, it is strongly recommended that readers of this report carefully review the verbatim responses presented in this report. The contexts of these responses are clear indicators of problem areas that exist within the Virginia Beach Police Department which should be further studied and analyzed in any subsequent surveys conducted.

VIRGINIA BEACH POLICE DEPARTMENT
JOB SATISFACTION

Introduction

This report is an analysis of the general job satisfaction of the full time sworn personnel of the City of Virginia Beach's Police Department. Two job satisfaction surveys have been administered to the Virginia Beach Police Officers. The first survey was administered in March 1979 which approximated the implementation of the Integrated Criminal Apprehension Program (ICAP) in the Virginia Beach Police Department. A second survey was administered in February 1980 marking the end of Phase I of the ICAP program.

Many of the items used in the 1979 survey were included in the 1980 survey to permit analysis and determination of shifts in opinions among police officers regarding their satisfaction with work which might be attributed to the operation of the ICAP program. Additional questions were included in the 1980 survey to assess police officers' perception of how things had changed since the introduction of the ICAP program.

Research Design

A questionnaire containing 79 items was administered to the full time sworn officers during February 1980. A copy of the questionnaire, with a frequency distribution of responses, is attached at the end of this report. Two hundred and ninety-eight (298) of the 325 questionnaires were completed and returned, (twenty (20) police officers were unavailable due to attendance at the Police Academy) giving a response rate of 92

percent. Responses to the questionnaire were confidential and no attempt was made to identify the individual respondent. The questionnaire was administered by members of the Center for Urban Research and Service from Old Dominion University during the musters held immediately before shift changes. All questionnaires were returned directly to the evaluators.

Two changes were made to the original 1979 survey before it was administered in 1980. First, three separate questionnaires were constructed and administered to the three divisions in the Virginia Beach Police Department. Each questionnaire contained the basic seven pages and was given to the Uniform Patrol Division, the Investigation Division, and the Services Division. In addition to the basic questionnaire, the Uniform Patrol Division personnel were given two extra pages with 17 items specifically designed for Uniform Patrol, and the Investigation Division personnel were given one extra page with 9 items designed for Criminal Investigation personnel. The second format change in the 1980 survey was the addition of certain items related to different aspects of the department since the implementation of the ICAP program.

Data Presentation

For clarity, this report is divided into six components. The first component presents information on the distribution of respondents and biographical data. The second section presents a comparison of the items contained in both the 1979 and 1980 surveys. The third component presents the results of an analysis of the items asked only of Uniform Patrol and Investigation Division personnel. A fourth component presents the analysis of items evaluating the department since implementation of ICAP. This section also contains a detailed analysis of these items based on the

officers' familiarity with the ICAP program. The fifth section contains a breakdown of specific items by rank and precinct. The sixth component contains all verbatim responses to the five open-ended questions as well as a content analysis of them.

I. BIOGRAPHICAL DATA

Tables 1 and 2 present data on the number of questionnaires returned to the evaluators. As noted earlier, the overall return rate was quite high (92%). Each precinct, as well as the SPOT Bureau, were well represented in the study. The Investigation Division had the lowest return rate of 77%.

Table 1
DISTRIBUTION OF RETURNED QUESTIONNAIRES

Precinct/Bureau of Current Assignment	Number of Questionnaires Returned	Number of Personnel Assigned*	Completion Percentage
First Precinct	63	63	100
Second Precinct	59	64	92
Third Precinct	62	64	97
Investigative (Detective and Juvenile)	59	77	77
SPOT Bureau	41	42	98
Services	13	15	87
Missing	<u>1</u>	---	---
TOTAL	298	325	92

*Number of personnel assigned to each precinct/bureau based on figures provided by Lt. Lippert in February of 1980.

Table 2
SERVICE BACKGROUND OF OFFICERS

	Percentage	Number
Division of Current Assignment		
Investigative Division	19.8	59
Uniform Division	75.5	225
Services Division	1.7	5
Other	2.7	8
Missing	<u>.3</u>	<u>1</u>
	100.0	298
Rank		
Major, Captain, Chief	4.0	12
Lieutenant	4.0	12
Sergeant	9.1	27
Master Police Officer (Detective Bureau)	8.1	24
Master Police Officer (Uniformed Division)	13.4	40
Detective	8.1	24
Patrol Officer	52.7	157
Missing	<u>.6</u>	<u>2</u>
	100.0	298

In the 1979 survey the return rate was 79%. The higher rate of return for 1980 may be a result of a change in the method of distribution and collection of questionnaires. In 1979 the questionnaires were collected by in-house personnel rather than members of the survey team and officers may have been reluctant to leave the questionnaires with staff personnel at the Police Department.

II. COMPARISON OF 1979 AND 1980 RESPONSES

The data are presented in tabular form and indicate the percent agreeing with each statement as well as the net percentage difference between 1979 and 1980. A "D" test* was used to determine the percentage differences necessary for significance at the 0.05 level.

General Evaluation of the Department

Table 1 presents the change in officers' feelings toward the department, the department's openness for change, promotion opportunities and development of skills. The findings in all four areas are of particular importance. In three of the four areas the net percentage change between 1979 and 1980 was statistically significant.

On the fourth item regarding promotional opportunities, there was no statistically significant change; however, the percentage decrease does indicate a more favorable attitude towards opportunities for advancement in 1980 than in 1979.

The specific findings of this comparison include:

1. A majority (72%) feel that the Virginia Beach Police Department

*The formula for the "D" test, $D = (P_c - P_f)$ was taken from Understanding Political Variables, William Buchanan (Charles Scribner's Sons: New York, 1974).

is one of the best in the country. This is a net increase of 12% over 1979.

2. Only 47% feel that the Department is open to suggestions for change and although there was a 16% net increase from the previous year, it still remains relatively low.

3. A majority (68%) feel that belonging to cliques gives them a better opportunity for advancement. This is a net decrease of 9% from 1979.

4. Only 50% of the officers currently feel that the Department provides them the opportunity to improve and develop special skills. Although this figure does represent a 14% net increase from 1979, it still remains relatively low.

Table 3

COMPARISON OF OFFICERS' GENERAL EVALUATION OF THE VIRGINIA BEACH POLICE DEPARTMENT FOR 1979 AND 1980

	% Agreeing with Each Statement		Net % Difference Between 1979-1980
	1979	1980	
Department is one of the best in the country	60	72	+12*
Department is open to suggestions for change	31	47	+16*
Belonging to cliques in the department gives you a better opportunity for advancement or a better job	77	68	- 9
Department offers me the chance to improve and develop my own skills	36	50	+14*

*Significant net difference between percentages at the .05 level of statistical significance.

Uniform Patrol Duty Compared with Other Assignments

Table 4 presents officers' comparison of uniform patrol with other assignments in the department with respect to patrol image, supervision and departmental recognition.

In general, from 1979 to 1980 there was a net increase in the percentage of officers believing that uniform patrol duty was "better" compared to other assignments with regard to its image and recognition. In response to the item supervision, the number of officers stating uniform patrol duty was "better" represents a net decrease of 4%.

There was a substantial decrease in the percentage of officers stating that patrol image and departmental recognition were worse than other assignments (-17% and -33%, respectively). Clearly departmental recognition of uniform patrol duty has improved in the eyes of Virginia Beach Police Officers.

Table 4

OFFICERS' COMPARISON OF UNIFORM PATROL DUTY WITH OTHER ASSIGNMENTS IN THE DEPARTMENT WITH RESPECT TO SPECIFIC ASPECTS OF POLICE WORK FOR 1979 AND 1980 (In Percentages)

	1979	1980	Net % Difference Between 1979-80
<u>Patrol Image</u>			
Better	37	43	+ 6
Same	24	36	+12*
Worse	38	21	-17*
<u>Supervision</u>			
Better	49	45	- 4
Same	35	37	+ 2
Worse	15	18	+ 3
<u>Departmental Recognition</u>			
Better	10	21	+11*
Same	25	47	+22*
Worse	65	32	-33*

*Significant net difference between percentages at the .05 level of statistical significance.

Officers' Evaluation of Supervision

Table 5 illustrates that a majority of officers feel their supervisors keep well informed of general problems and are open to suggestions for

change. In 1979, 78% of all officers felt that their supervisors were well informed of general problems in their area, and in 1980 this increased by a net percentage of 3 to 81%. In response to the item "My supervisor is open to suggestions for change," 75% agreed in 1979 and 80% agreed in 1980 for a net percentage increase of 5.

A continuing trend of improvement can be seen in officers' attitudes toward their supervisors by comparing the percentage agreeing with the item regarding supervisors and officers not understanding each other's problems. The 6% decrease in net percentage agreeing with this item is in a positive direction.

Only in response to the item "My immediate supervisor is a good personnel manager," do we find a negative trend, and even here we find only 4% net decrease. However, the 73% agreement to this statement represents a relatively high attitude toward supervisors.

Table 5

VIRGINIA BEACH OFFICERS' EVALUATIONS OF THE SUPERVISORS

	<u>% Agreeing with Each Statement</u>	<u>% Agreeing with Each Statement</u>	<u>Net % Difference Between 1979-80</u>
	<u>1979</u>	<u>1980</u>	
Immediate Supervisor keeps well informed about general problems in my area.	78	81	+ 3
Supervisor is open to suggestions for change.	75	80	+ 5
My immediate supervisor and I don't understand each other's problems.	35	29	- 6
My immediate supervisor is a good personnel manager.	77	73	- 4

Communication Breakdown

Table 6 illustrates that there has been no change in the percentage of officers stating that a communication breakdown exists within their chain of command (67% each year). A change is apparent, however, in where the communication broke down. In 1980 we find that the percentage of officers who felt that the breakdown occurred between Patrolmen-Sergeant and Sergeant-Lieutenant decreased 3 and 7 net percentage points respectively. The percentage of officers who expressed the opinion that the breakdown of communications exists in the Major-Chief category increased 4 net percentage points. Multiple responses (officers stating the breakdown was at more than one level) also increased.

It is apparent that the majority of Virginia Beach Police Officers still feel that some communications problems do exist and that the problem can be found at all levels of the command structure. A trend does seem to have emerged in that officers' attitudes toward where the breakdown exists have moved towards recognition that the problem is at multiple levels of the command structure.

Table 6

OFFICERS' EVALUATIONS OF COMMUNICATION BREAKDOWNS
WITHIN THE CHAIN OF COMMAND
(In Percentages)

Is There a Communication Breakdown within your Chain of Command.

	1979		1980	
	%	Number	%	Number
Yes	67	162	67	195
No	33	79	33	97
TOTAL	100	241	100	292

Where Communications Break Down Most Frequently

	1979	1980	Net % Difference Between 1979-80
Patrolman-Sergeant	19	16	- 3
Sergeant-Lieutenant	16	9	- 7
Lieutenant-Captain	11	12	+ 1
Captain-Major	26	25	- 1
Major-Chief	11	15	+ 4
Multiple Response	17	23	+ 6
TOTAL	100	100	

Officers' Role in Department

Table 7 presents officers' feelings of their role within the command. Both findings are of particular importance in that the net percentage decreases were found to be statistically significant. However, the per-

centage of officers agreeing with each statement in 1980 remains very high at 74%.

Three out of four officers feel that they have no influence in deciding what changes are made in the department. This represents a net decrease of 15% since 1979.

Three out of four officers also feel that the command keeps them in the dark about things they ought to know. This is an 11% net decrease from 1979. It should be noted that this question was not directed toward specific command officers, but of command officers in general.

Table 7

COMPARISON OF OFFICERS' EVALUATIONS OF THEIR ROLE
IN THE COMMAND
(In Percentages)

	Percentage Agreeing with Each Statement		Net % Difference between 1979-80
	1979	1980	
I have no influence in deciding what changes are made in this depart- ment.	89	74	-15*
Command keeps us in the dark about things we ought to know.	85	74	-11*

*Significant net difference between percentage at the .05 level of statistical significance.

Impediments to Officers' Work

Table 8 presents officers' opinions of items which may be considered impediments to their work. The specific items deal with the amount of paperwork, equipment and time available to deal with criminal activities. A majority (62%) of the officers questioned felt that they were too bogged down with paper work to do an effective job. The net percentage increase from 1979 of 13% was statistically significant. The responses to this item are in direct contrast to those found on the item relating to availability of time to deal with criminal activities. Only 59% of the officers felt that they don't have enough time to deal with criminal activities and although this figure remains relatively high, it does represent a 9% net decrease from 1979.

The highest response to items related to impediments of officers' work was found in relation to new and better equipment needs. The 63% agreeing response rate to this item represents an 11% net increase from 1979 which was statistically significant. A list of all responses to the open-ended question regarding the type of new or better equipment needed can be found in a later section of this report (See Section VI, question 12B).

Table 8
COMPARISONS OF OFFICERS' PERCEPTIONS OF
IMPEDIMENTS TO THEIR WORK
(In Percentages)

	% Agreeing with Each Statement		Net % Difference between 1979-80
	1979	1980	
I am too bogged down with paper work to do an effective job.	49	62	+13*
I need new and better equipment to do my job effectively.	74	63	-11*
I don't have enough time to deal with criminal act vities.	68	59	- 9

*Significant net difference between percentage at the .05 level of statistical significance.

Officers' Sense of Self-Satisfaction

Table 9, which is a comparison of patrol officers' sense of self-satisfaction, demonstrates that the overall change in officers' perception of self-satisfaction since 1979 has been slight. The responses indicate that a majority (89%) of officers would like to remain in police work and 61% would decline positions for equal pay, security and status. These figures represent a net increase of 5 and 2 percentage points, respectively.

Four out of ten officers indicated that they don't have a real sense of accomplishment from their job and 43% don't feel as if they are getting ahead in the department. However, both of these figures do represent slight decreases from the 1979 survey.

Sixty-nine (69) percent of the officers still feel that they don't

receive enough recognition for the work they perform. Although it was noted in Table 4 that recognition for uniform patrol duty had become "better" it appears that overall department recognition has not improved as dramatically.

Less than a majority feel that salary has a direct influence on quality of their work (48%). There was, however, an 11% net increase from 1979 in the number of officers agreeing with this item.

Table 9
COMPARISON OF OFFICERS' SENSE OF SELF-SATISFACTION
(In Percentages)

	% Agreeing with Each Statement		Net % Difference between 1979-80
	1979	1980	
My salary has a direct influence on the quality of work I do.	37	48	+11
I don't have a real sense of accomplishment in my job.	43	40	- 3
I feel like I'm getting ahead in the department.	45	43	- 2
I don't receive enough recognition for my work.	71	69	- 2
I would always like to remain in police work.	84	89	+ 5
I would decline an opportunity to chance my present job for one of equal pay, security and status.	59	61	+ 2

Job Description Index

The job description index (see Question 29 in the survey) consists of 26 items -- 18 in supervision and eight in pay. Each grouping consists of a list of adjectives or descriptive phrases. The respondent was asked to write "Y" to each item which describes his/her pay (or supervision), and "N" to each item which does not. A "U" response was reserved for items on which the respondent could not decide. The job description index approaches "job satisfaction" somewhat indirectly and asks the respondent to describe his/her job rather than feelings about the job. The results of the job description index which includes attitudes towards pay and supervision are presented in Table 10.

Table 10
COMPARISON OF OFFICERS' ATTITUDES TOWARDS SUPERVISION
AND PAY BY RANK
(Based on job description index -- In Percentages)

	Management*			Detective			Patrol		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
<u>SUPERVISION</u>									
Positive	82	84	+ 2	66	39	-27**	84	83	- 1
Neutral	0	0	0	6	4	- 2	0	3	+ 3
Negative	18	16	- 2	28	57	+29**	16	14	- 2
<u>PAY</u>									
Positive	13	35	+22**	3	7	+ 4	1	3	+ 2
Neutral	9	6	- 3	0	2	+ 2	5	3	- 2
Negative	78	59	-19	97	91	- 6	94	94	0

*Includes rank of Sergeant and above.

**Significant net difference between percentages at the .05 level of statistical significance.

The purpose of table 10 was to measure the attitudes toward pay and supervision by rank. Most officers in the patrol and management divisions indicate positive attitudes towards supervision, while the majority of detectives feel negative. The percentage of detectives who feel negative towards supervision increased significantly, while attitudes towards supervision of patrol officers and management remained the same.

Attitudes towards pay remained negative in the detective and patrol divisions, but management's attitudes towards pay improved by net 22%.

Officers' Job Satisfaction

The final comparison of this section deals with the Virginia Beach Officers' overall satisfaction with their jobs. Table 11 presents the results of this analysis. Due to the somewhat different wording of the question in the 1980 survey, both response categories are presented.

The findings of this comparison are of particular importance. There appears to have been a substantial increase in officers' overall satisfaction over the past year. The percentage of officers who stated they are very satisfied with their jobs has increased from only 2% to 12%. Likewise, there has been a 9% net decrease in the number of officers saying they were dissatisfied and a 3% net decrease in those officers stating that they are very dissatisfied. The percentage of officers indicating neither satisfaction nor dissatisfaction has remained relatively constant from 1979 to 1980, 24% and 25% respectively.

These findings indicate a very positive and favorable trend in the attitudes of Virginia Beach Police Officers toward their jobs. A more detailed breakdown of officers attitudes by rank and precinct can be found in Section V of this report.

Table 11
COMPARISON OF OFFICERS' OVERALL SATISFACTION WITH THEIR JOBS
(In Percentages)

	<u>1979</u>	<u>1980</u>	<u>Net % Difference Between 1979-80</u>
How do you feel about your job?			
completely satisfied/very satisfied	2	12	+10
well satisfied/satisfied	44	45	+ 1
neither satisfied nor dissatisfied	24	25	+ 1
a little dissatisfied/dissatisfied	24	15	- 9
very dissatisfied	<u>6</u>	<u>3</u>	- 3
Total	100	100	

III. EVALUATION OF ITEMS SPECIALLY DESIGNED FOR UNIFORM PATROL AND CRIMINAL INVESTIGATION DIVISIONS

This component of the police officer survey is an analysis of specific items asked only of Uniform Patrol and Criminal Investigation Division personnel. The Uniform Patrol Division was given seventeen specially designed items and the Criminal Investigation Division was given nine specially designed items.

Uniform Patrol's Perceptions of Preliminary Investigations

Tables 12A and 12B represent the Uniform Patrol Division's perceptions of preliminary investigations. Uniformed patrol officers were first asked if they knew what constitutes a good preliminary investigation; next,

if they should be allowed to conduct more preliminary investigations; and finally, how often they actually do conduct preliminary investigations.

Table 12A

UNIFORM PATROL DIVISION'S PERCEPTIONS OF PRELIMINARY INVESTIGATIONS

	Percentage Agreeing			Total % Agreeing
	Strongly Agree	Agree	Slightly Agree	
I am familiar with what constitutes a good preliminary investigation.	24	49	19	92
Patrol officers should conduct more preliminary investigations.	16	40	30	86

Table 12B

FREQUENCY OF PRELIMINARY INVESTIGATIONS

	Regularly	Sometimes	Never
	How often do you conduct preliminary investigation?	39%	44%

Ninety-two percent (92%) of all uniformed patrol officers felt they were familiar with what constitutes a good preliminary investigation. Eighty-six percent (86%) of the Uniform Patrol Division feel they should conduct more preliminary investigations. Only 17% of the Uniform Patrol Division personnel stated that they never conduct preliminary investigations.

Criminal Investigation Division's Perceptions of Preliminary Investigations

Table 13 presents Criminal Investigation Division's feelings about

how well patrol officers conduct preliminary investigations and the quality of preliminary investigations since the implementation of ICAP.

In contrast to the 92% of uniformed patrol officers who feel they know what constitutes a good preliminary investigation, only 61% of the criminal investigation officers feel patrol officers are conducting good preliminary investigations. However, 79% of the criminal investigation officers questioned feel that the quality of preliminary investigations conducted by patrol has improved since the implementation of ICAP.

Table 13

CRIMINAL INVESTIGATION DIVISION'S PERCEPTIONS OF PRELIMINARY INVESTIGATIONS

	Percentage Agreeing			Total % Agreeing
	Strongly Agree	Agree	Slightly Agree	
Patrol Officers are conducting good preliminary investigations.	2	19	40	61
Since ICAP, the quality of preliminary investigations conducted by patrol has improved.	2	35	42	79

Uniform Patrol Division's Feelings About Follow-Up Investigations

Tables 14A and 14B present the Uniform Patrol Division's feelings about follow-up investigations. The items on the questionnaire were designed to find out if uniformed patrol officers felt qualified to conduct follow-up investigations, if they should conduct more follow-up investigations, and how often uniformed patrol officers actually do conduct follow-up investigations.

Table 14A
UNIFORM PATROL DIVISION'S FEELINGS ABOUT
FOLLOW-UP INVESTIGATIONS

	Percentage Agreeing			Total % Agreeing
	Strongly Agree	Agree	Slightly Agree	
I feel qualified to conduct a good follow-up investigation.	18	33	26	77
Patrol officers should conduct more follow-up investigations.	10	37	29	76

Table 14B
FREQUENCY OF FOLLOW-UP INVESTIGATIONS

	Regularly	Sometimes	Never
How often do you conduct follow-up investigations?	10%	55%	35%

A majority (77) of the officers in the Uniform Patrol Division feel they are qualified to conduct good follow-up investigations, and 76% felt that patrol officers should conduct more follow-up investigations. A majority of the uniformed patrol officers surveyed (65%) stated that they actually do conduct follow-up investigations either regularly or sometimes.

Criminal Investigation Division's Feelings About
Follow-Up Investigations

Table 15 presents the Criminal Investigation Division's feelings concerning the qualification of patrol officers to conduct follow-up investigations, and feelings toward patrol officers conducting more

follow-up investigations.

A vast majority (93%) of the criminal investigation officers feel patrol officers should conduct more follow-up investigations, however, only 53% feel that patrol officers are actually qualified to conduct good follow-up investigations.

Table 15
CRIMINAL INVESTIGATION DIVISION'S FEELINGS ABOUT PATROL
OFFICERS CONDUCTING FOLLOW-UP INVESTIGATIONS

	Percentage Agreeing			Total % Agreeing
	Strongly Agree	Agree	Slightly Agree	
Patrol officers are qualified to conduct good follow-up investigations.	6	15	32	53
Patrol officers should conduct more follow-up investigations.	14	37	42	93

Uniform Patrol's Feelings About the Crime Analysis Unit

Table 16 presents uniformed patrol officers' feelings about the usefulness of information provided by the Crime Analysis Unit. Ninety-three percent (93%) of all the uniformed patrol officers felt that the information that the Crime Analysis Unit provides is useful to them in performing their job.

Table 16

UNIFORM PATROL DIVISION'S FEELINGS ABOUT THE CRIME ANALYSIS UNIT

	Percentage Agreeing			Total % Agreeing
	Strongly Agree	Agree	Slightly Agree	
The information provided by Crime Analysis is useful to me in performing my job.	23	48	22	93

Criminal Investigation Division's Feelings About the Crime Analysis Unit

Table 17 presents the Criminal Investigation Division's feelings about the usefulness of information provided by the Crime Analysis Unit. Eighty-three percent (83%) of all Criminal Investigation Division officers feel that the information provided by the Crime Analysis Unit is useful to them in performing their job.

Table 17

CRIMINAL INVESTIGATION DIVISION'S FEELINGS ABOUT THE CRIME ANALYSIS UNIT

	Percentage Agreeing			Total % Agreeing
	Strongly Agree	Agree	Slightly Agree	
The information provided by Crime Analysis is useful to me in performing my job.	10	47	26	83

Criminal Investigation Division's Feelings About Command Staff's Understanding of Needs

Table 18 presents the percent of criminal investigation officers who agreed with the following statement: "The command staff understands what I need to do my job effectively." As can be seen in the Table, only four out of ten investigation officers agreed with the statement and only 2% of them strongly agreed.

Table 18

CRIMINAL INVESTIGATION DIVISION'S FEELINGS ABOUT COMMAND STAFF'S UNDERSTANDING OF C.I.D. NEEDS TO DO AN EFFECTIVE JOB

	Percentage Agreeing			Total % Agreeing
	Strongly Agree	Agree	Slightly Agree	
The command staff understands what I need to do my job effectively.	2	16	22	40

Uniform Patrol's Feelings About the Telephone Reporting Unit, Crime Prevention Office, and Field Interview Cards

Table 19A presents uniformed patrol officers' opinions about the Telephone Reporting Unit. Table 19B contains items dealing with the frequency of uniformed patrol officers' provision of information to the Crime Prevention Unit, and the frequency with which the uniformed patrol officers felt that the Telephone Reporting Unit has reduced the amount of time spent on routine calls for service.

In response to the question: "How often do you provide information

to the Crime Prevention Unit," 86% said they provide information either regularly or sometimes (25% and 61%, respectively).

In general, it appears that uniformed patrol officers feel that the Telephone Reporting Unit helps them perform their duties effectively, routinely provide information to the Crime Prevention Unit and fill out the field interview cards.

Table 19A

UNIFORM PATROL DIVISION'S FEELINGS ABOUT THE TELEPHONE REPORTING UNIT

	Percentage Agreeing			Total % Agreeing
	Strongly Agree	Agree	Slightly Agree	
The telephone reporting unit has reduced the amount of time I spend on routine calls for service.	23	40	23	86

Table 19B

FREQUENCY OF UNIFORM PATROL INFORMATION TO CP/PCR OFFICE, FREQUENCY OF FILLING OUT FIELD-INTERVIEW CARDS

	Regularly	Sometimes	Never
How often do you provide information to the Crime Prevention Office?	25%	61%	14%
How often do you fill out Field Interview Cards	31%	60%	9%

Uniform Patrol's Frequency of Giving Crime Prevention Tips

Table 20 presents uniformed patrol officers' frequency of giving out crime prevention tips. A majority (90%) of uniformed patrol officers give

citizens crime prevention tips either regularly or sometimes (39% and 51%, respectively).

Table 20

FREQUENCY FOR GIVING CRIME PREVENTION TIPS

	Regularly	Sometimes	Never
How often do you give citizens crime prevention tips?	39%	51%	10%

Uniform Patrol's Feelings About Planned Patrol and Frequency in Doing Planned Patrol

Tables 21A and 21B present uniformed patrol officers' familiarity with doing planned patrol, attitudes toward doing more planned patrols and frequency of conducting planned patrol.

A majority (92%) feel that patrol officers should do more planned patrol, while slightly less (77%) stated that they are familiar with how to do patrol plans.

In response to the question: "How often do you do planned patrol?," only 20% responded that they never do planned patrol, and 80% conducted planned patrols either regularly or sometimes (19% and 61%, respectively).

Table 21A

UNIFORM PATROL DIVISIONS' FEELINGS ABOUT PATROL PLANNING

	<u>Percentage Agreeing</u>			<u>Total % Agreeing</u>
	<u>Strongly Agree</u>	<u>Agree</u>	<u>Slightly Agree</u>	
I am familiar with how to do patrol plans.	11	34	32	77
Patrol officers should do more planned patrol.	15	49	28	92

Table 21B

FREQUENCY OF DOING PLANNED PATROL

	<u>Regularly</u>	<u>Sometimes</u>	<u>Never</u>
How often do you do planned patrol?	19%	61%	20%

Contacts Made To and From the Equipment Study Committee

Members of the Uniform Patrol Division were asked the number of times they had been contacted by a member of the Equipment Study Committee as well as the number of times they had contacted a member of the Committee.

Tables 22 and 23 present the findings concerning the frequency of contacts to and from the Equipment Study Committee with uniformed patrol officers. As noted in Table 22, 29 patrol officers (15%) report that they were never contacted by the Equipment Study Committee and 52% were contacted one, two, or three times. Only 5% reported that they had seven or more contacts. The average number of contacts from the Equipment Study Committee to the patrol officers was 3.1.

According to Table 23, 28% of patrol officers report that they never contacted a member of the Equipment Study Committee. Only 6% contacted the committee seven or more times, and the average number of contacts was 2.6.

Table 22

FREQUENCY OF CONTACT FROM THE EQUIPMENT STUDY COMMITTEE
(In Percentages)

<u>Number of Contacts*</u>	<u>Number of Respondents</u>	<u>Percentage</u>
Never Contacted	29	15
One Contact	24	13
Two Contacts	39	20
Three Contacts	37	19
Four Contacts	24	13
Five Contacts	17	9
Six Contacts	11	6
Seven or More Contacts	<u>10</u>	<u>5</u>
	191	100%

Average number of contacts = 3.1

Most frequent response = 2

*Seven respondents stated that they had had numerous, several or occasional contacts with the Equipment Study Committee and were excluded from the above distribution.

Table 23

FREQUENCY OF CONTACTS FROM OFFICERS TO THE
EQUIPMENT STUDY COMMITTEE
(In Percentages)

<u>Number of Contacts*</u>	<u>Number of Respondents</u>	<u>Percentage</u>
Never Contacted	53	28
One Contact	44	23
Two Contacts	34	18
Three Contacts	18	9
Four Contacts	12	6
Five Contacts	14	7
Six Contacts	6	3
Seven or More Contacts	<u>11</u>	<u>6</u>
	192	100%

Average number of contacts = 2.6

*Six respondents stated that they had contacted the Equipment Study Committee on numerous or several occasions and were excluded from the above distribution.

IV. THE DEPARTMENT SINCE IMPLEMENTATION OF ICAP

The fourth component of this report is an analysis of the Virginia Beach Police Department since the implementation of ICAP. Fourteen items were added to the 1980 questionnaire which dealt with the officers' familiarity with ICAP, ICAP's overall effect on the department, and feelings about specific changes in the department since the implementation

of ICAP.

For purposes of this comparative analysis only those respondents who indicated they had also completed the 1979 survey were used. The results for these items are given first for the overall department and then broken down by Uniform Patrol and Criminal Investigation Divisions.

Officers' Familiarity with ICAP

Table 24 presents the officers' response to the question, "How familiar are you with ICAP?" The findings reported in Table 24 suggest that, overall, familiarity with ICAP is very high (only 10% of all respondents said they were "not familiar" with ICAP). Members of the Uniform Patrol Division appear to be slightly more familiar with ICAP than are members of the Criminal Investigation Division with 21% of the uniformed patrol officers, as compared to 19% of the criminal investigation officers, stating that they are "very familiar" with ICAP.

Table 21

OFFICERS' FAMILIARITY WITH THE ICAP PROGRAM
(In Percentages)

	<u>Overall*</u>	<u>Criminal Investigation Division</u>	<u>Uniform Patrol Division</u>
How familiar are you with ICAP?			
Very Familiar	24	19	26
Familiar	66	68	65
Not Familiar	10	13	9

*Includes all personnel from Uniform Patrol, Criminal Investigation Division and Services who had completed 1979 survey.

Officers' Feelings About the Effect of ICAP on Department

Table 25 presents the feelings of Virginia Beach Police Officers regarding the effect ICAP has had upon the department. Responses have been broken down into the three categories representative of positive feelings toward ICAP's effect.

Of particular interest is the fact that members of the Criminal Investigation Division have a higher total positive attitude towards ICAP's effect than both Uniform Patrol and the overall departmental feelings. However, it should be noted that a higher percentage of Uniform Patrol respondents were "strongly positive" than were members of the Criminal Investigation Division (11% as compared to 4%). Also, when "strongly positive" and "positive" responses are combined, 43% of the Uniform Patrol Division are found in this category while only 29% of the Criminal Investigation Division are represented.

Table 25

OFFICERS' FEELINGS ABOUT THE EFFECT
OF ICAP ON THE DEPARTMENT
(In Percentages)

Generally speaking, what do you think is the effect of ICAP on the Virginia Beach Police Department?

Overall*

Strongly Positive	9
Positive	31
Slightly Positive	32

Total Percentage of Positive Responses 72

Criminal Investigation Division

Strongly Positive	4
Positive	25
Slightly Positive	47

Total Percentage of Positive Responses 76

Uniform Patrol Division

Strongly Positive	11
Positive	32
Slightly Positive	27

Total Percentage of Positive Responses 70

*Includes all personnel from U.P., C.I.D., and Services who had completed 1979 survey.

Uniform Patrol and Criminal Investigation Divisions'
Feelings About the Department Since
Implementation of ICAP

Table 26 presents the feelings of members of the Uniform Patrol Division regarding the department since implementation of ICAP. Table 27 presents the results of the Criminal Investigation Division's responses to the same items. Of particular importance it was found that:

1. A majority of uniformed patrol officers stated that, since ICAP, the following items were "better:"
 - a. Use of crime data in everyday decision-making (75%);
 - b. Communications with other officers on shift (63%); and
 - c. Relations with immediate supervisors (52%).
2. Nearly one-half of the members of the Uniform Patrol Division stated that satisfaction with work (46%) and contacts with the public (48%) are "better" since implementation of ICAP.
3. On only one item, Use of crime data in everyday decision making, did over half of the members of the Criminal Investigation Division state that things were better since ICAP (53%).
4. The operation of the dispatch system received low marks from both divisions with 33% of Uniform Patrol and 21% of Criminal Investigations indicating that it had become "worse" since ICAP's implementation. It appears that officers are associating the operation of the dispatch system, or at least possible changes in the dispatch system, with the operation of ICAP. This feeling is revealed again in responses made to open-ended questions which can be found in section VI of this report.

Table 26
UNIFORM PATROL DIVISION'S FEELINGS ABOUT THE DEPARTMENT
SINCE IMPLEMENTATION OF ICAP
(In Percentages)

	Better	Same	Worse	Don't Know
Relations with immediate supervisors are:	52	38	8	2
Communications with other officers on shift are:	63	31	3	3
Influence on department decisions is:	29	49	16	6
Relations with command are:	20	56	19	5
Satisfaction with work is:	46	32	21	1
Operation of dispatch system is:	15	48	33	4
Contacts with public are:	48	45	5	2
Understanding of the people in the community is:	38	56	4	2
General training provided is:	33	54	10	3
Special training provided is:	24	58	15	3
Communications with officers in other divisions are:	25	52	20	3
Use of crime data in everyday decision-making is:	75	17	3	5

Table 27

CRIMINAL INVESTIGATION DIVISION'S FEELINGS ABOUT THE DEPARTMENT SINCE IMPLEMENTATION OF ICAP
(In Percentages)

	Better	Same	Worse	Don't Know
Relations with immediate supervisors are:	15	70	15	--
Communications with other officers on shift are:	32	62	6	--
Influence on department decisions is:	36	38	22	4
Relations with command are:	23	60	15	2
Satisfaction with work is:	23	58	19	--
Operation of dispatch system is:	21	48	21	10
Contacts with public are:	25	60	8	7
Understanding of the people in the community is:	17	67	6	10
General training provided is:	36	39	19	6
Special training provided is:	21	53	22	4
Communications with officers in other divisions are:	43	38	17	2
Use of crime data in everyday decision-making is:	53	36	8	3

Officers' Feelings About the Effect of ICAP by Familiarity With ICAP

This section of the report will present officers' responses to questions concerning the ICAP program, broken down by the respondents' familiarity with ICAP. The findings clearly demonstrate that a correlation

exists between attitudes towards ICAP and familiarity with ICAP. In almost all cases those respondents who were most familiar with ICAP had the most positive responses towards ICAP, and those respondents who were least familiar with ICAP consistently had the least positive attitudes towards ICAP.

Table 28 presents officers' feelings about the effect of ICAP on the department, broken down by familiarity with ICAP. The results show a positive correlation between familiarity with ICAP and positive feelings about the effect of ICAP on the department. While 63% of officers who are very familiar with ICAP have strongly positive or positive feelings, only 10% of officers who are not familiar with ICAP feel strongly positive or positive about ICAP. At the same time, a greater percentage of officers who are not familiar with ICAP (27%) have strongly negative or negative attitudes than the percentage of officers who are very familiar with ICAP (11%).

Table 28

OFFICERS' FEELINGS ABOUT THE EFFECT OF ICAP ON THE DEPARTMENT BY FAMILIARITY WITH ICAP

	Strongly Positive/Positive	Slightly Positive/Slightly Negative	Negative/Strongly Negative	DK
Very Familiar	63	26	11	0
Familiar	35	51	15	0
Not Familiar	10	59	27	3

Table 29A again demonstrates the correlation between familiarity with ICAP and positive attitudes towards supervisors since ICAP. Fifty percent of all officers who are very familiar with ICAP agreed that relations with supervisors are either "much better" or "somewhat better" since the implementation of ICAP (22% and 28%, respectively). Of the officers not familiar with ICAP, only 3% agreed that relations with supervisors were "much better" and 19% said they were "somewhat better" for a total of 22%.

Table 29B concerns officers' feelings about communications with other officers since ICAP. This table shows that of all officers who are very familiar with ICAP, 66% agree that communications with other officers since ICAP are either "much better" or "somewhat better" (39% and 27%, respectively), while only 23% of officers not familiar with ICAP agreed with this statement (10% "much better" and 13% "somewhat better").

Table 29C shows a strong correlation between officers' familiarity with ICAP and their satisfaction with work since ICAP. Of the officers who were very familiar with ICAP, 14% had "much better" feelings about work and 40% had "somewhat better" feelings about work. Of the officers who were not familiar with ICAP, none felt "much better" and only 23% felt "somewhat better" about satisfaction with work.

Table 29D presents information dealing with the use of data in decision making since ICAP. 77% of officers who are very familiar with ICAP feel "much better" or "somewhat better" (25% and 52%, respectively) about the use of data in decision making, while only 42% of those who are not familiar with ICAP felt "much better" or "somewhat better" (0% and 42%, respectively).

Table 29A
OFFICERS' FEELINGS ABOUT RELATIONS WITH SUPERVISORS SINCE
ICAP BY FAMILIARITY WITH ICAP

	<u>Much Better</u>	<u>Somewhat Better</u>	<u>Same</u>	<u>Somewhat Worse</u>	<u>Much Worse</u>	<u>DK</u>
Very Familiar	22	28	39	8	5	0
Familiar	20	22	47	4	4	3
Not Familiar	3	19	65	3	7	3

Table 29B
OFFICERS' FEELINGS ABOUT COMMUNICATIONS WITH OTHER OFFICERS
SINCE ICAP BY FAMILIARITY WITH ICAP

	<u>Much Better</u>	<u>Somewhat Better</u>	<u>Same</u>	<u>Somewhat Worse</u>	<u>Much Worse</u>	<u>DK</u>
Very Familiar	39	27	30	2	2	2
Familiar	27	26	40	2	2	4
Not Familiar	10	13	65	7	0	7

Table 29C
OFFICERS' FEELINGS ABOUT SATISFACTION WITH WORK SINCE
ICAP BY FAMILIARITY WITH ICAP

	<u>Much Better</u>	<u>Somewhat Better</u>	<u>Same</u>	<u>Somewhat Worse</u>	<u>Much Worse</u>	<u>DK</u>
Very Familiar	14	40	28	9	9	0
Familiar	7	31	40	14	6	3
Not Familiar	0	23	52	13	10	3

Table 29D

OFFICERS' FEELINGS ABOUT USE OF DATA IN DECISION MAKING
SINCE ICAP BY FAMILIARITY WITH ICAP

	Much Better	Somewhat Better	Same	Somewhat Worse	Much Worse	DK
Very Familiar	25	52	14	2	3	5
Familiar	16	54	23	2	2	4
Not Familiar	0	42	35	3	0	20

In general, these findings show a significant correlation in all categories between familiarity with ICAP and positive attitudes towards those programs affected by ICAP. As a result of these findings, it is suggested that a concentrated effort be undertaken to ensure that all officers be made familiar with the ICAP program and its objectives.

Frequency of Contacts Made To and From
the ICAP Steering Committee

The final items in this section regarding the Virginia Beach Police Department since the implementation of ICAP deal with the frequency of communications between officers and members of the ICAP Steering Committee. Each officer was asked to indicate the number of times during the past year a member of the ICAP Steering Committee had passed on information to them regarding changes being considered and the number of times they had approached a member of the ICAP Steering Committee during the past year.

Tables 30 and 31 present the frequencies of information passed to and from the ICAP Steering Committee. Table 30 shows that eighty-eight respondents (33%) were never contacted by the ICAP Steering Committee, and

that 40% had one, two, or three contacts. The average number of times respondents were contacted by the committee was 3.0. According to information presented in Table 31, 114 respondents, or 42%, never contacted the ICAP Steering Committee, while 10% had seven or more contacts. The average number of contacts made from officers to the ICAP Steering Committee was 3.0.

Table 30

FREQUENCY OF INFORMATION PASSED ON FROM ICAP
STEERING COMMITTEE
(In Percentages)

Number of Contacts*	Number of Respondents	Percentage
Never Contacted	88	33
One Contact	26	10
Two Contacts	47	17
Three Contacts	35	13
Four Contacts	21	8
Five Contacts	15	6
Six to Ten Contacts	31	11
Eleven or More Contacts	8	3
	271	100%

Average Number of Contacts = 3.0

*Nine respondents said they were contacted several or numerous times and had to be excluded from the distribution.

Table 31

FREQUENCY OF CONTACTS MADE FROM OFFICERS TO THE
ICAP STEERING COMMITTEE
(In Percentages)

<u>Number of Contacts*</u>	<u>Number of Respondents</u>	<u>Percentage</u>
Never Contacted	114	42
One Contact	18	7
Two Contacts	42	15
Three Contacts	22	8
Four Contacts	18	7
Five Contacts	18	7
Six Contacts	11	4
Seven or More Contacts	<u>31</u>	<u>10</u>
	274	100%

Average number of contacts = 3.0

*Five respondents stated they had contacted the ICAP Steering Committee on numerous or several occasions and were excluded from the above distribution.

V. OFFICERS ATTITUDES TOWARDS THE DEPARTMENT BY RANK

This section of the report deals with the satisfaction, attitudes, and opinions of the respondents, broken down by rank, to see whether or not the responses differ based on the rank of the respondent. Rank was divided into three categories: (1) Management level, consisting of the ranks of Sergeant and above; (2) Detectives, including Master Patrol Officers assigned to the Criminal Investigation Division; and (3) Patrol,

which included Master Patrol Officers assigned to the Uniform Patrol Division.

Comparison of Officers' Evaluation of Department by Rank

Table 32 presents a comparison of respondent's evaluation of the department. Management seems to be more positive toward the department than detectives or patrol officers. Compared to all other groups, the management category was most likely to feel that the department is one of the best in the country (94%), that the department is open to change (64%), and that the department offers personnel the chance to improve and develop their skills (69%).

While only 29% of the management group acknowledged cliques as an opportunity for advancement, a majority of the detectives and patrol officers (83% and 74%, respectively), think that belonging to cliques gives them a better opportunity for advancement or obtainment of a better job.

Comparing 1979's responses to 1980's, the percentage of officers who feel that the department is one of the best in the country has increased, particularly in the ranks of detective and patrol, with net increases of 16% and 11%, respectively. The percentage of management and patrol officers who agree with the statement, "the department is open to suggestions for change," resulted in net increases of 16% and 19%, respectively, while the percentage of detectives agreeing with this statement has remained the same.

There was a decline from 1979 to 1980 in the percentage of officers, regardless of rank, who feel that belonging to cliques in the department gives them a better opportunity for advancement or a better job, with the

Table 32
OFFICERS' COMPARISON OF EVALUATION OF THE DEPARTMENT FOR
1979 AND 1980 BY RANK

	Percentage Agreeing with Each Statement								
	Management			Detective			Patrol		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
Department is one of the best in the country.	92	94	+ 2	57	73	+16	55	66	+11
Department is open to suggestions for change.	48	64	+16	33	33	0	27	46	+19*
Belonging to cliques in the department gives you a better opportunity for advancement or a better job.	59	29	-30*	86	83	- 3	77	74	- 3
Department offers me the chance to improve and develop my own skills.	56	69	+13	43	52	+ 9	31	44	+13*

*Significant net differences between percentages at the .05 level of statistical significance.

largest decline occurring in management, which had a net decrease of 30%.

The percentage of officers agreeing with the statement: "The Department offers me a chance to improve and develop my own skills" has increased in all three ranks from 1979 to 1980, with the largest increases within the ranks of management (13%) and patrol (14%).

Comparison of Officers' Evaluation of Supervision by Rank

Table 33 presents the comparison of officers' evaluation of their supervisors by rank. This Table shows that management and patrol officers

have a much more positive attitude towards their immediate supervisors than do detectives. A large majority of management (88%) and patrol officers (88%) agree that their immediate supervisor keeps well informed about general problems in their area, while only 42% of the detectives feel this way.

Table 33
COMPARISON OF OFFICERS' EVALUATIONS OF THEIR
SUPERVISOR BY RANK

	Percentage Agreeing with Each Statement								
	Management			Detective			Patrol		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
Immediate supervisor keeps well informed about general problems in my area.	89	88	- 1	57	42	-15	82	88	+ 6
Supervisor open to suggestions for change.	89	92	+ 3	61	54	- 7	78	83	+ 5
My immediate supervisor and I don't understand each other's problems.	30	12	-18	54	58	+ 4	31	26	- 5
My immediate supervisor is a good personnel manager.	81	80	- 1	45	32	-13	85	80	- 5

In response to the question: "My supervisor and I don't understand each other's problems," a majority of detectives (58%) agree with this statement, while only 12% of management and 26% of patrol officers agree.

Comparing 1980 to 1979 responses, detectives show the most decline in positive attitudes toward their supervisors. The percentage of

detectives who agree that their immediate supervisor keeps them well informed about general problems in their area shows a net decrease of 15%, while management shows a net decrease of only 1%, and patrol officers show a net increase of 6%.

In response to the question: "My supervisor is open to suggestions for change," detectives show a net decrease of 7% while management and patrol officers show net increases of 3% and 5%, respectively.

There are declines among all ranks in agreement to the statement that their supervisor is a good personnel manager. The largest decrease was among detectives (13%), while among management and patrol the net percentage decreases were 1% and 5%, respectively.

The percentage of personnel who agree with the statement: "My supervisor and I don't understand each other's problems," declined in all ranks except detectives, who show a net increase of 4%. The percentage of management, agreeing with this statement, show a net decline of 18% and patrol officers in agreement had a net decrease of 5%.

In general, the detectives' attitudes towards their supervisors have shown a decline from 1979 to 1980, though they are still slightly positive in their attitudes. Among management and patrol officers attitudes towards supervisors have remained highly positive and in most cases have increased.

Comparison of Officers' Evaluation of the Command Staff by Rank

Table 34 presents a comparison of the officers' evaluations of the command staff. While detectives and patrol officers are negative toward the command staff, management is slightly more positive.

Comparing 1980 to 1979 responses, there has been a decline among

all three ranks in negative attitudes towards the command staff, most notably in the management division. The percentage of management who felt that they didn't have any influence in deciding departmental changes showed a net decrease of 35%. The percentage of patrol officers who felt that they didn't have any influence decreased 14 percentage points while detectives' attitudes remained the same.

The percentage of managers who felt that the command kept them in the dark had a net decrease of 23% while the percentage of patrol officers responding that they are kept in the dark had a net decrease by 14%, and the percentage of detectives responding to this question showed a net decrease of 9%. Although these results are all in a positive direction, it should be noted that for both the detective and patrol groups the 79% agreement figures in 1980 are extremely high.

Table 34

COMPARISON OF OFFICERS' EVALUATION OF THE COMMAND STAFF BY RANK

	Percentage Agreeing with Each Statement								
	Management			Detective			Patrol		
	'79	'80	diff.	'79	'80	diff.	'79	'80	diff.
I don't feel that I have any influence in deciding what changes are made in the department.	78	43	-35*	86	86	0	92	78	-14*
Command keeps us in the dark about things we ought to know.	70	47	-23*	88	79	-9	86	79	-7

*Significant net difference between percentages at the .05 level of statistical significance.

Comparison of Officers' Attitudes Toward
Work-Related Factors by Rank

Table 35, which presents officers' attitudes toward work-related factors, shows a majority of officers, regardless of rank feel that they are overburdened with paperwork and feel that they cannot devote enough time to dealing with criminal activities. A majority of detectives and patrol officers agree that they need new or better equipment to do their job effectively. Understandably, only 32% of managers felt that they need new equipment and a review of the open-ended responses in section VI of this report will give a clearer indication of the type of equipment officers feel they need.

Table 35

OFFICERS' ATTITUDES TOWARD WORK-RELATED FACTORS BY RANK

	Percentage Agreeing with Each Statement								
	Management			Detective			Patrol		
	'79	'80	diff.	'79	'80	diff.	'79	'80	diff.
I am too bogged down with paperwork to do an effective job.	61	52	- 9	93	81	-12	35	60	+25*
I need new or better equipment to do my job effectively.	56	32	-24*	80	67	-13	75	71	- 4
I don't have enough time to deal with criminal activities.	78	57	-21*	86	73	-13	62	57	- 5

*Significant net difference between percentages at the .05 level of statistical significance.

Comparing 1980 to 1979 responses, the most significant finding is that, while only 35% of patrol officers felt too bogged down with paperwork in 1979, by 1980 this figure had jumped to 60%. At the same time, the percentage of managers responding that they are bogged down with paperwork had a net decrease of 9% and among detectives the net decrease was 12%. Even so, the percentage of detectives stating that they are too bogged down with paperwork (80%) remains the highest among all three groups.

It is also significant that the percentage of officers responding that they need new and better equipment to do their jobs effectively has decreased among all three groups. The percentage of managers agreeing to this statement had a net decrease of 24%, while the percentages of detectives and patrol officers agreeing with this statement had net decreases of 13% and 4%, respectively.

In response to the statement, "I don't have enough time to deal with criminal activities," the percentage of officers who agreed declined, regardless of rank. Among management the decline was most pronounced with a net decrease of 21% agreeing to the statement. Among detectives and patrol officers, the net decreases were 13% and 5%, respectively.

Comparison of Officers' Overall Satisfaction
With Their Jobs by Rank

Table 36 indicates that overall job satisfaction is relatively high among all ranks, particularly in management. Seventy-five percent (75%) of the management personnel stated that they were either "very satisfied" or "satisfied" with their jobs (24% and 51%, respectively). Only 46% of the detectives stated that they were either "very satisfied" or "satisfied" with their jobs (4% and 42%, respectively). Ten percent (10%) of the patrol officers said that they were "very satisfied" and 44% were "satisfied" with their jobs for an overall satisfaction level of 54%.

Within each rank the level of dissatisfaction has declined since 1979. In 1980 no one in the management category stated they were "very dissatisfied," while only 2% of the detectives and 5% of patrol are "very dissatisfied." The percentage of officers in each rank who in 1980 said they were "dissatisfied" represent net decreases since 1979 of 3% for management, 12% for detectives and 8% for patrol.

Table 36
COMPARISON OF OFFICERS' OVERALL SATISFACTION WITH
THEIR JOBS BY RANK

	Percentage Agreeing with Each Statement								
	Management			Detective			Patrol		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
Very Satisfied	7	24	+17*	0	4	+ 4	1	10	+ 9*
Satisfied	62	51	-11	36	42	+ 6	45	44	- 1
Neither	11	17	+ 6	29	33	+ 4	25	25	0
Dissatisfied	11	8	- 3	31	19	-12	24	16	- 8
Very Dissatisfied	7	0	- 7	5	2	- 3	5	5	0

*Significant net difference between percentages at the .05 level of statistical significance.

Comparison of Officers' Sense of Self-
Satisfaction by Rank

Table 37 presents a comparison of the officers' sense of self-satisfaction, according to rank. In general, managers stated they had a higher sense of self-satisfaction from their jobs, and detectives are feeling a lower sense of self-satisfaction. The majority of detectives (79%) and patrol officers (76%) agree that they don't receive enough recognition for their work, while only 31% of management agree. The majority of managers (82%) also agree that they're getting ahead in the department, while only 40% of detectives and 33% of patrol officers agree. About half of the officers in each rank feel that their salaries directly effect them in performing their jobs.

Table 37

COMPARISON OF OFFICERS' SENSE OF SELF-SATISFACTION BY RANK

	Percentage Agreeing with Each Statement								
	Management			Detective			Patrol		
	'79	'80	diff.	'79	'80	diff.	'79	'80	diff.
I don't have a real sense of accomplishment on the job.	33	18	-15	59	51	- 8	41	42	+ 1
I don't receive enough recognition for my work.	48	31	-17	75	79	+ 4	74	76	+ 2
I feel like I'm getting ahead in the department.	78	82	+ 4	44	40	- 4	41	33	- 8
My salary has a direct influence on the quality of work I do.	33	50	+17	31	55	+24*	37	47	+10

*Significant net difference between percentages at the .05 level of statistical significance.

Comparing 1980 to 1979 responses, a particularly interesting finding is the increase in all ranks of officers who feel that their salary directly influences the quality of their work, especially among detectives, who had the largest net increase of 24%. The percentage of managers agreeing that their salary affects their performance increased 17% and patrol officers increased 10%. In general, management increased the most of the three ranks in self-satisfaction between 1979 and 1980, while patrol decreased the most.

The most interesting finding of the two year comparison is the fact that the percentage of managers who felt they don't receive enough recog-

nition had a net decrease of 17% (48% in 1979 and 31% in 1980). However, among detectives and patrol officers the percentage of respondents who feel they don't receive enough recognition showed net increases of 4% and 2%, respectively. The percentage of officers agreeing with this statement remained relatively high among detectives (79%) and patrol (76%) in the 1980 survey.

Officers' Comparison of Uniform Patrol Duty With Other Assignments in the Department With Respect to Specific Aspects of Police Work by Rank

Table 38 presents responses to the question: "How would you compare uniformed patrol duty with other assignments in the department with respect to supervision, patrol image, and recognition from the department?" Each respondent was asked to rank these aspects of uniformed patrol duty on a scale from "much better" (highest rank) to "much worse" (lowest rank). This scale was then categorized into two groups -- high and low rank.

Supervision and patrol image were ranked high by management and lower by detectives and patrol, while recognition was ranked low by all officers, even though it had increased among each group. While the percentage ratings for recognition are still low, they do show net increases of 28% for management; 21% for detectives and 6% for patrol over last year's findings. The ratings for patrol image also increased among all officers with net percentage increases of 10% among management, 13% among detectives and 2% for patrol officers.

Table 38

OFFICERS' COMPARISON OF UNIFORM PATROL DUTY WITH OTHER ASSIGNMENTS
IN THE DEPARTMENT WITH RESPECT TO SPECIFIC ASPECTS
OF POLICE WORK BY RANK OF THE OFFICERS

Aspects of Police Work	Percentage Ranking Patrol Duty High								
	Management			Detective			Patrol		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
Supervision	65	58	- 7	29	36	+ 7	51	45	- 6
Patrol Image	46	56	+10	20	33	+13	41	43	+ 2
Recognition from the Department	8	36	+28*	9	30	+21*	9	15	+ 6

*Significant net difference between percentages at the .05 level of statistical significance.

Responses by Precinct

This section presents a breakdown by precinct of the opinions and attitudes of officers to see if the precinct in which an officer is assigned influences the level of his satisfaction. In addition, comparisons were made between 1979 and 1980 responses.

Comparison of Officers' Evaluation of the Department by Precinct

Table 39 presents a comparison of officers' opinions of the department in general. Although a majority of officers in all three precincts think that the department is one of the best in the country, only in the Second precinct did a majority feel that the department is open to suggestions for change. The percentage of officers who feel that the

department offers chances to improve and develop skills is higher in the Second (56%) and Third precincts (45%) than in the First precinct (28%), even though all three figures are relatively low. While the majority of officers in all three precincts agree that belonging to cliques helps advancement, the officers in the First precinct are most likely to feel that this is true.

Comparing 1980 to 1979 responses, officers in the Second and Third precincts are significantly more positive towards the department in 1980, than they were in the previous year. The responses made by officers in the First precinct remained consistent with their 1979 responses. The most significant increase was found in the responses made by officers in the Second precinct to the statement: "The department is open to suggestions for change," where a 51% net increase resulted. In the Third precinct a net increase of 11% was found while in the First precinct no change was found.

The percentage of officers who feel that the department offers a chance to improve and develop skills had net increases of 32% in the Second precinct, 13% in the Third, and only 6% in the First precinct. The First precinct is the only precinct where a net increase in the percentage of officers (4%) who feel that belonging to cliques helps advancement was found. In the Second and Third precinct the percentage of officers agreeing with this statement had net decreases of 14% and 11%, respectively.

Table 39

COMPARISON OF OFFICERS' EVALUATION OF THE DEPARTMENT BY PRECINCT

	Percentage Agreeing with Each Statement								
	First Precinct			Second Precinct			Third Precinct		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
Department is one of the best in the country.	55	66	+11	66	83	+17	51	55	+ 4
Department is open to suggestions for change.	22	22	0	27	78	+51*	28	39	+11
Department offers me the chance to improve and develop my own skills.	22	28	+ 6	24	56	+32*	32	45	+13
Belonging to cliques in the department gives you a better opportunity for advancement or a better job.	77	81	+ 4	73	59	-14	79	68	-11

*Significant net differences between percentages at the .05 level of statistical significance.

Comparison of Officers' Evaluation of Immediate Supervisors by Precinct

Table 40 presents a comparison of officers' evaluations of immediate supervisors. The majority of officers from all three precincts show positive attitudes towards their immediate supervisors. The Second precinct reports the highest percentages of positive attitudes towards immediate supervisors, followed by the First and then the Third precincts.

Table 40

COMPARISON OF OFFICERS' EVALUATION OF IMMEDIATE SUPERVISORS BY PRECINCT

	Percentage Agreeing with Each Statement								
	First Precinct			Second Precinct			Third Precinct		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
Immediate supervisor keeps well informed about general problems in my area.	82	92	+10	89	97	+ 8	81	85	+ 4
My immediate supervisor and I don't understand each other's problems.	33	19	-14	36	12	-24*	21	37	+16
Supervisor is open to suggestions for change.	80	89	+ 9	76	97	+21*	81	74	- 7
My immediate supervisor is a good personnel manager.	91	87	+ 4	82	92	+10	85	64	-21*

*Significant net differences between percentages at the .05 level of statistical significance.

Comparing 1980 with 1979 responses, in general the First and Second precincts show net increases in the percentage of positive attitudes towards immediate supervisors, while the Third precinct shows a net decrease. The percentage of officers responding that their immediate supervisor is a good personnel manager had a net increase of 4% in the First precinct and 10% in the Second, but a net decrease of 21% in the Third.

Comparison of Officers' Evaluation of the
Command by Precinct

Table 41 presents a comparison of officers' evaluation of the command by precinct. The First precinct officers were found to be more negative towards the command staff than officers in the Second or Third precincts. For example, 92% of First precinct officers feel that the command keeps them in the dark about things they ought to know, while only 70% of the officers in the Second and 69% of the Third precinct officers agree with this.

Comparing 1980 to 1979 responses, the Second and Third precincts both show significant declines in negative attitudes towards the command staff, while the First precinct has remained the same. The percentage of officers who feel that they don't have any influence in deciding what changes are made in the department had net decreases of 25% in both the Second and Third precincts, but only 3% in the First.

Table 41
COMPARISON OF OFFICERS' EVALUATION OF THE
COMMAND BY PRECINCT

	Percentage Agreeing with Each Statement								
	First Precinct			Second Precinct			Third Precinct		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
I don't feel I have any influence in deciding what changes are made in the department.	94	91	- 3	86	63	-25*	94	69	-25*
Command keeps us in the dark about things we ought to know.	93	92	- 1	87	70	-17*	85	69	-16*

*Significant net difference between percentages at the .05 level of statistical significance.

Comparison of Officers' Attitudes Toward
Work-Related Factors by Precinct

Table 42 presents a comparison of officers' attitudes towards work-related factors. A majority of officers in all three precincts feel that they are too bogged down with paperwork. Officers in the First precinct are most likely to feel that they don't have enough time to deal with criminal activities (70%), followed by the Third precinct (58%) and then the Second precinct (53%).

Table 42

COMPARISON OF OFFICERS' ATTITUDES TOWARD WORK-RELATED FACTORS BY PRECINCT

	Percentage Agreeing with Each Statement								
	First Precinct			Second Precinct			Third Precinct		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
I am too bogged down with paperwork to do an effective job.	44	68	+24*	31	56	+25*	32	66	+34*
I don't have enough time to deal with criminal activities.	68	70	+2	64	53	-11	66	58	-8

*Significant net differences between percentages at the .05 level of statistical significance.

In comparison to 1979 responses, all three precincts show significant increases in the percentage of officers who feel too bogged down by paperwork, with net increases of 24% in the First, 25% in the Second, and 34% in the Third precincts. In both the Second and Third precincts the percentage of officers who said they don't have enough time to deal with criminal activities declined, while the percentage of officers in the First precinct who agree with this statement increased slightly.

Comparison of Officers' Sense of Self-Satisfaction by Precinct

Table 43 presents a comparison of officers' self-satisfaction. The majority of officers in all three precincts feel that they don't receive enough recognition for their work, particularly the officers in the First precinct. First precinct officers are also more likely to feel that they

don't have a real sense of accomplishment in their job.

Table 43

COMPARISON OF OFFICERS' SENSE OF SELF-SATISFACTION BY PRECINCT

	Percentage Agreeing with Each Statement								
	First Precinct			Second Precinct			Third Precinct		
	'79	'80	Net % diff.	'79	'80	Net % diff.	'79	'80	Net % diff.
My salary has direct influence on the work quality I do.	33	49	+16	38	54	+16*	32	36	+4
I don't have a real sense of accomplishment in my job.	40	51	+11	48	32	-16	43	40	-3
I don't receive enough recognition for my work.	82	87	+5	64	66	+2	70	71	+1

*Significant net differences between percentages at the .05 level of statistical significance.

Comparing 1980 to 1979 responses, in both the First and Second precincts net increases of 16% were found among officers who feel that their salaries directly influence their work performance. In the Third precinct the net increase was only 4%. The percentage of officers who said they lack a sense of accomplishment in their job in the Second and Third precincts (16 and 3 net percentage points), but had a net increase of 11% in the First precinct. The percentages of officers who feel they don't receive enough recognition for their work generally remained the same from 1979 to 1980, although slight increases were found in each precinct.

In general, it appears that the Second and the Third precincts show significantly more positive attitudes towards relations with their supervisors, the command staff, and towards work-related factors in 1980 than they did in 1979, while the attitudes of officers in the First precinct made only moderate gains or remained the same in most categories.

VI. VERBATIM RESPONSES TO OPEN ENDED QUESTIONS

The information gathered with the open-ended questions is very important in evaluating the feelings and opinions of the Virginia Beach police officers. Because so many officers completed the open-ended questions, it is appropriate to organize and tally the responses. A procedure termed "Content Analysis" was employed to evaluate the responses. Content Analysis is a systematic method of counting responses. First categories were developed and then the number of responses were totaled for each category. Content Analysis provides a clearer picture of the officers' true responses to the questions asked. In coding the number of responses, individuals were able to respond in more than one category.

Table 44 presents a content analysis of officers' perception of needed equipment. The most frequent area of response for needed equipment was for surveillance equipment (98) such as radios and cameras. The second most frequent response was that additional vehicles - marked and unmarked - are needed (74). Other large areas of response include weapons (66) and uniforms (37). Also cited as needed equipment were pagers, helicopters, flashlights, photocopy machines, shields and handcuffs.

Table 44

CONTENT ANALYSIS OF OFFICERS' PERCEPTION OF
NEEDED EQUIPMENT

	<u>Number of Responses</u>
Vehicles	54
Unmarked vehicles	<u>20</u>
Total - Marked & Unmarked	74
Surveillance equipment (radios, cameras, etc.)	98
Uniforms (shoes, jackets, raincoats, etc.)	37
Weapons (guns, shotguns, etc.)	66
Other (pagers, helicopters, flashlights, photocopy machines, shields, handcuffs, etc.)	45

WHAT EQUIPMENT DO YOU NEED?

- Cars, radios.
- Surveillance equipment (radios, cameras, etc.). Undercover cars.
- Vehicles. Surveillance equipment.
- Vehicles that do not scream detective car all over them.
- Autos for surveillance.
- Weapon changes. Vehicles and change in maintenance personnel. Surveillance equipment.
- Autos. More surveillance equipment. Radios that work.
- Better guns. Good cars. Better radios. A frequency for surveillance.
- Pagers issued to each officer. Cars issued to each officer.
- Vehicles which don't look like police cars.
- Cars which do not look like police cars, the unmarked cars we have are spotted just as fast as our marked cars.
- More cars. Surveillance vehicles. Surveillance communication equipment.
- Composite picture machine. A car for every investigator or police officer. A detention home in Virginia Beach; not Chesapeake. A detention cell in Intake Department of JDRC.
- The department has purchased new vehicles for Investigation Division, only two of these cars are being used by detectives, all others issued to supervisors who drive them back and forth to work. A secure surveillance radio frequency. Camera equipment. Two equipped surveillance vans. An additional Unitell Body Transmitter Kit.
- Autos, radios, cameras, surveillance radios.
- Vehicles, radios, etc.
- More vehicles, photo equipment.
- Portable radios. More suitable uniforms.
- More kie-talkie, screens in vehicles, shotgun rack in vehicles, better grade of shoes, better leather gear, change to stainless steel guns, a smaller off duty weapon issued, reversible yellow-to-black raincoats.
- We need more portable radios, better equipped first aid kits, better footwear for personnel who are suffering from cronic foot trouble due to footwear presently issued.

- The equipment has been improving since I have been here. Portables (radios) issued to each man would greatly help. If the department changes equipment as the times change I will be satisfied.
- More walkie-talkies, winter clothing, better vehicles - only one make. Better and newer type shotguns. New pistols - stainless steel.
- New walkie-talkies. Better vehicles. Desk radio so sergeant can communicate with men from office.
- New and better equipment is always an asset.
- Do not like the idea of contract going to someone just because they are low bids, such as new vehicles Chrysler products vs Chevrolets.
- Portable radios. Improved firearm (.357 stainless).
- Better cars, weapons, more first aid or emergency equipment in each car. Portable radios for each officer.
- Uniform changes - better material etc. Pens, notebook, flashlights and batteries. New shotguns, stainless steel guns.
- Radios for each unit on street. Better upkeep of vehicles. New shotguns and side arms.
- Surveillance equipment all types. More use of unmarked patrol cars. Various types of taping equipment.
- A lot of the equipment needed is supposedly being ordered, i.e., screens, portable radios for each man.
- More uniforms.
- Gun holsters, jackets, shoes - need better quality.
- Radios. Uniforms that fit properly. Foul weather gear/boots.
- Surveillance channel to protect the lives of undercover police officers and protect sensitive investigations. Need vehicles for daily use which don't stand out as police vehicles.
- Modern helicopter and safety equipment and various flight equipment.
- Modern helicopter and related police tools (turbine). Better tracking devices - visual as well as electronic. Better management organization for Helicopter Unit. Better instrumentation for marginal flight days.
- New patrol cars equipped with modern light system. Bars across roof for emergency lights. Flashlights and batteries. Notebooks, uniform cleaning provided.

- Portable radios.
- New shotguns. New cars. New revolvers. New uniforms. More portable radios.
- .357 mag. revolvers; walkie-talkies for each man; more dependable vehicles; department supplied Kel-lights and batteries; speed-loaders.
- Radios. Shotguns. Locker room with showers in precinct. Exercise gym in precincts.
- Better service guns, marked unit with shield.
- We are finally getting shields, are available but have no idea when they will be put in vehicles.
- Personal radio. Better cars sooner.
- Shields, better weapons, more unmarked vehicles, more cash in precincts for investigations, unmarked patrol vehicles - different from above in that you work in one in uniform.
- Radios, chargers.
- New vehicles, surveillance radios, older unmarked autos for surveillance purposes, handguns that are more effective for single man patrol.
- We need more autos in Juvenile. We don't have enough and we have to use captains and Detective Bureaus when we can get them. It seems like those we have (Plymouth and Dodges) are always in the garage.
- We have a shortage of cars in the Detective Bureau.
- Economical vehicles. Night lectures presented by this writer after normal duty hours necessitate coordination of (1) vehicle presently assigned to this unit.
- Need new or helicopters in better condition. Better equipment, such as instruments, radios, and we need new flight suits. The ones we wear now are four years old.
- Many officers carry cheap inefficient flashlights because there are many of whom can't afford Kel-lights or fresh batteries to replace them for their lights. Batteries die - no money for new ones - have to use 99¢ lights until they get paid.
- Personalized vehicles. New type shotguns. Radios for each man. New type flak jackets.
- Better and newer helicopters, radios, flight suits, instruments.
- The department should furnish such things as flashlights, batteries, extra handcuffs and boots.

- Hand held radios. Better weapons. More inclement weather equipment. Better vehicles with shields. More locker space with showers. Provide batteries for flashlights. Better and more comfort vest.
- Place to do paperwork. Third precinct has no room that an officer may work privately. Organization of the precinct is not set up for the officers.
- Larger caliber handgun. More hand radios. New cars but not Chrysler products.
- New and better radio - so you know it will work when you need it. Better weapons - side arms and shotguns - to give some degree of confidence that if the weapon must be used it will be effective. Practical uniforms and leather gear. Uniforms are nice for parades and special occasions, but the expense and usefulness is limited for on-the-job performance.
- Better weapons; guns. Better emergency lights on marked police cars. More qualified radio dispatchers. Need better police cars - cannot operate ones with 100,000 miles on it. This city gives other agencies new vehicles, such as fire, high constable, etc. We are the only department - police - that our life depends on our vehicle, such as high speed pursuits. Our department worries when we dent a car; yet, it doesn't faze them when we drive cars with high mileage, and that can be potentially unsafe.
- Portable radios - larger quantity.
- New weapons - new radios - vehicles unmarked.
- Better weapons, more uniformity on vehicles, portable radios.
- Xerox copier/tracer and printer.
- Radio. Backup weapon.
- Tracer machine other than in clerk's office. Copy machine in the precinct.
- Delete computer terminal and return to voice communications. Retain Chevrolet as police car. Trade in old obsolete shotguns for Remington 870 Wingmaster. Adopt the proposed Ruger handgun.
- Equipment we are now receiving, shields in cars, new weapons, more easily understood paperwork.
- Let officers use Tracer System on own, unmarked cars, plainclothes more readily utilized. Stop purchase of special order clothing that take nine months to twelve months to receive.

- As a patrol officer, I am always coming into contact with vice problems. This department has no vice team for me to pass information onto or funds for patrol officers to work them. The main problem is a total lack of concern on the part of persons who could do something about this.
- 870 shotgun - present riot gun is a hazzard. Portable radio per man, charger in car. Bell Jet Ranger helicopter. Black uniforms like Norfolk and clorine leather equipment.
- Vehicles. Service revolver. Uniforms. Helicopter. Shotguns. New leather gear. Portable radio.
- I could think of a million things, but basically we are fine. Time and money are factors.
- A portable radio for every patrol officer.
- Cars that run.
- Better communication equipment, greater selection of undercover vehicles, more funds to pay informers.
- A better system for information on suspects, stolen autos, etc., to be kept in the car instead of in the precinct.
- Some of the equipment that is used is in poor condition or does not last as long as they say it will.
- Service revolver - stainless steel, larger caliber. Shields in all cars.
- Higher caliber handgun. Enough portable radios for each man. More effective red light system.
- Uniforms, weapons, vehicles.
- Uniforms that are more applicable to police work.
- Cameras, radios, cars, money, more manpower. New up-to-date equipment.
- More portables.
- More radios. Keep the Chevys not the Chryslers. Better shotguns and pistols. Better shoes.
- Vehicles. Weapons. Quality of uniforms. Radios - portable.
- Walkie-talkie - we are short.
- Need more office supplies. Need better foul weather gear - boots. Defogger on rear window of cars. Better service revolver (.357 - 45 cal.) desirable.

CONTINUED

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- Shotguns. Screens. Portable radios to each officer.
- Radios for all units.
- Radios. Better cars.
- The pistol we use is not sufficient caliber. The shoes are not of a good leather type with a gripping and cushioning sole. A larger helicopter for police and Med-0-Vac uses. A more modern uniform with a winter cap.
- Better vehicle. More effective body illumination equipment for traffic direction. Flashlight - batteries and bulbs.
- Radios.
- .357 mags. Radios, walkie-talkie for each man.
- Unmarked vehicles. Portable radios. One man/one vehicle.
- Weapons. Uniforms.
- Additional radio frequency.
- Communications equipment (personal). Better handguns.
- Shotgun racks, shields, more portable radios.
- Walkie-talkies for each car.
- New shotguns, different shoes, radios (portable).
- Higher caliber handgun and screens to immediately be installed in all cars. Riot helmets in all cars.
- Better weapons, radios, better cars, redesign PD-18.
- Walkie-talkies for each man. Winter boots. Field glasses. Easier access to unmarked cars.
- Each man should be able to check out a portable radio. At this time there are not enough for everyone. More cars with shields. Alley lights on patrol vehicles.
- Radios for each individual officer. New weapons. Unmarked cars, vans, pickups to use for investigative purposes.
- Issued a personal police unit (auto).
- Shields in all cars. Portable radios. Personal tape recorders (for ICAP cases). Accident investigation equipment.

- More portable radios issued to each officer. Radars in precincts. More four wheel drive vehicles with proper tires and equipment. Vehicles issued to each officer.
- Better equipped automobile. In the past the city has purchased Chrysler products that are difficult and expensive to maintain, and are very dangerous to drive under emergency conditions because of brake and steering problems. In 1980, the city will purchase Chrysler products again knowing full well the danger.
- Uniforms - zero based budget you walk around in raggy looking uniforms. If you look neat and clean people get a good first appearance and know you mean business. They want you to walk around buildings with no radio - who cares what happens to you behind a shopping center?
- More automobiles - get old ones off road. New and better handguns - stainless .357. Better uniforms.
- Radios - portable.
- Uniforms are not properly fitted to officers - some are too big, some are too small. Shoes are made of plastic and wear out fast and cause foot problems. We have no or improper first aid kits in car. And dome light on police cars are too hard to see (red light on top).
- Portable radios in the police car. Better shotguns. Be allowed to wear boots in bad weather.
- More cars with less "down time".
- More access to computers - most of the time we wait in line to use computers. Better handguns (.357 mag.). The police department should supply ammo at no charge to its officers. The pistol range should be open more than four days a month.
- Better training; more portable radios; more functional equipment - such as shoes, holsters, etc.
- More radar sets. At least one per man in traffic. More automobiles.
- Autos. Guns.
- Walkie-talkie radio. First aid kit in police cruiser including oxygen. Better nightstick. Some good weight training equipment.
- Better rain gear - boots, reversible raincoat, etc. More walkie-talkies - at least one per car.
- New shotguns. Every man needs a portable radio. New handguns.
- More effective handgun. Better footwear. Better rain gear - present raincoat too intrusive.

- Portable radios - walkie-talkies. When you get out of car without radio, you have no communication with anyone. If you get into a bind, you are in trouble. A walkie-talkie is of more use to you than a gun. At least you can get help but you can't shoot everyone.
- Need newer cars. Cars should not be used with such high mileage on them, i.e., 96,000 miles. Need better warning lights on the cars - one red light is not sufficient in city traffic. Need better grade of uniforms - wash-n-wear knit material. Better communications equipment, i.e., more portable radios. More frequencies - air is too tied up to get on in an emergency if it is busy. Better trained dispatchers. Higher caliber guns, i.e., .357 magnums.
- Lightweight jacket for summer/fall wear. More utilitarian winter cap to cover ears. More portable radios - one for each man on street. Better shoes. Utility greys issued to everyone for training and range wear.
- Portable radios.
- Portable radios for each unit. Uniforms that are better suited for job.
- Better vehicles - most don't run worth a darn. More portable radios. Accident templates and other supplies the officer spends a fortune on.
- I think it is being taken care of at this time.
- Better running vehicles. Better holsters. Provide some type of hat which would be warmer in winter.
- Extra handcuffs. More portable radios. Unmarked vehicles. Better weapons.
- Training area and building.
- Radios, walkie-talkie, for each patrol officer.
- Better portable radio communications the current walkie-talkies do not transmit or receive properly.
- New and better police revolvers. Shotgun racks and shields in each car. Walkie-talkie for each car. New shotguns as the others are worn and sometimes don't work.
- Vehicles - why get Chrysler products again when they are proven bad? Pistol - .357 mag.
- Private work area, surveillance vehicles, photo equipment.
- Need more portable radios. Replace some of the zone cars. Shotguns that are dependable. Some kind of protective winter clothing; boots, etc.

- Better portable radios and more of them. Better cars with less mileage. New shotguns.
- More latitude in budget planning for normal equipment. Administration doesn't know process nor problems and tries to dictate equipment or lack of it without knowing what's going on.
- More uniforms. More portable radios. Assigned patrol cars like SPOT. More desk space.
- Need someone in the precinct at all times to process prisoners. A Magistrate at precinct at all times to get officers on street quicker.
- Radios.
- Walkie-talkie for everyone. Better revolvers (.357 mag.).
- New shotguns. Riot helmets for possible civil disorders, i.e., klan rally. Winter hats. Better shoes.
- Booking clerks for processing prisoners. Shields for back of cars.
- Walkie-talkie. Police car 24 hours.
- Training could be included in equipment.
- Vehicles are in such bad shape that I am ashamed to have a citizen ride in one of them.
- Training information. Forearms and access to range. Vehicle screens that have been requested. More portable radios.
- Larger caliber weapon. Different holster - prefer thumb-break type. Issue two sets of handcuffs. Issue speed loaders.
- Better caliber weapon (.357). Walkie-talkie for every man on street. Shields in all cars.
- Better weapons, and other uniform equipment such as walkie-talkies.
- Shotgun racks in car. Walkie-talkies in car.
- Portable radios. Each officer should have a car assigned to him.
- Firearms, walkie-talkies, newer cars - before they get so old, flashlights and batteries, brief cases, clipboard, paper, etc.
- Portable radios for each man. Pagers - similar to Detective Bureau, SPOT and Fire. Better surveillance equipment - unmarked non-police cars, etc.

- Issued shotguns. New uniforms. Portable radios. Bumper pushes on cars. Snow chains.
- Vehicles.
- Shotguns for every car. Individual cars to each man.
- More effective side arm than the .38 special. Screens in all cars are badly needed. New shotguns for each patrol vehicle. More and better walkie-talkies.
- Portable radio assigned and kept in each vehicle. Shotguns in each vehicle without having to sign them out. Riot equipment in each unit. The ability of knowing calls assigned to my border units.
- More men. More radios. More radio channels. More shotguns, for each and every car. Higher caliber or more powerful gun.
- More radios (which have been approved by the city).
- In-house education is lacking.
- At least a .357 mag. weapon to replace the 38. Shotgun racks and shields in all cars. Get rid of the old cars that have over 60,000 miles on them.
- Enough money in budget to buy improved equipment for Marine Patrol, Divers, Helicopter, K-9, Tact Team, Snipers, Selective Enforcement.
- Need more training aides including shotguns, gas mask, rifles, more ammunitions, advance instruction in new forearm, modernizing old range equipment (old side).
- New equipment and changes are a vital part for a section to grow and improve on their product. Open mind is the biggest need in the job.
- Need a terminal for computerized inventory rather than doing everything manually.
- Better equipment: unmarked vehicles which are truly unmarked. (Not all exactly alike.) More access to surveillance equipment.
- Unmarked vehicles (street type). A secure surveillance channel on radio. Place to work. Photo equipment. Electronic surveillance equipment.
- More unmarked vehicles. Electronics such as radios, phone monitoring equipment. Photographic equipment.
- Better unmarked police vehicles. Better surveillance radios.
- Firearms - better caliber. Holsters - safer design. All my equipment is secondhand. Second pair of handcuffs. Better shoes, etc.

- Different holsters. Department should authorize various choices instead of the outdated, unsafe one. Civil disturbance equipment should be updated. Definite need for a newer helicopter capable of rescue and night work. Better cars - department should do more testing instead of just getting the cheapest.
- The car that I am using regularly now has over 90,000 miles on it and every time I go to a priority, I am not going to make it.
- More radios, shotguns, better vehicles.
- New chemical base for trace metal. New and revised additions for composite kit. More surveillance equipment.
- Radio for officers, ammo. They teach technique to shoot our guns through car doors in Police Academy; however, ammo doesn't have the fire power. Shotguns that work properly. Extra handcuffs.
- The cars assigned to investigative services are well known to be police vehicles. The new Chevrolets that were assigned were given to supervisors who use them to go back and forth to work. These same supervisors also received new cars last year. The Chevys were requested because of their low visibility and the fact they just didn't look like police cars. The assigning of the new cars to those that need them least is a perfect example of some dead head supervisor who acts like a kid with a new toy and would cry if he didn't get one.

Table 45 presents a content analysis of responses to the open-ended question, "How do you feel communication can be improved?" A large number of officers expressed dissatisfaction with certain supervisors. Some officers felt that by firing the Chief (7), firing certain Sergeants and Captains (5), and firing or retiring certain Majors, communications could be improved.

Concerning general communications, a large number of officers expressed a desire for more direct communication between high ranking and low ranking officers. Six officers felt that the Chief should talk directly to the men, eight said that command must talk to personnel, and six cited notifying officers of policy changes as ways to improve communications.

Dissatisfaction was also expressed with specific behavior of certain supervisors. Six officers recommended that supervisors and command spend more time in the street with patrol, and five said that supervisors/command should stop intimidation and constant checking up on officers, in order to improve communications.

Table 45
 CONTENT ANALYSIS OF HOW OFFICERS FEEL
 COMMUNICATION CAN BE IMPROVED*

	<u>Number of Responses</u>
<u>FIRE/RETIRE SPECIFIC PERSONNEL</u>	
Fire Chief	7
Fire Sergeants and Captains	5
Fire/retire Majors	<u>9</u>
TOTAL	26
<u>GENERAL COMMUNICATION</u>	
More talking/listening	8
Notify officers of policy changes	6
Command must talk to personnel	8
Chief must talk directly with/to men	<u>6</u>
TOTAL	28
<u>GENERAL COMMENTS</u>	
Supervisors/command in the street with patrol	6
Supervisors/command stop intimidation and stop constant checking up on officers	<u>5</u>
TOTAL	11

*Because of the great number of categories, only the categories with more than 5 respondents are recorded here.

HOW DO YOU THINK COMMUNICATION CAN BE IMPROVED WITHIN THE VIRGINIA BEACH POLICE DEPARTMENT?

- The breakdown is due to the Major failing to pass on the proper feelings of his Captains to the Chief. The Chief is kept in the dark because the Major passes on his own feeling, totally ignoring the feelings of the patrolman, which is given to him by his Captains.
- Communication could be improved if supervisors would actually pass the officers' feelings and desires up the line. I know that this is not being done, after conversations with supervisors; it's like everyone wants to cover-up problems and pretend they don't exist.
- The Chief has never taken the time to talk directly to his men or answer questions. He has not even attended any academy graduations in the last 5-6 years I know of. Need more "practices" open door policy.
- Input from the rank and file reaching the Majors. Majors being willing to listen.
- When someone submits a proposal in a chain of command, there should be certain time limits on how long each link in the chain can hold onto the report before passing it on. The originating officer should be kept aware of the report's progress.
- Have the Captain, Majors and Chief come down and talk to the precinct personnel. I've been here for awhile and the above mentioned personnel have never come down to discuss what we want.
- When the Major and Chief are more well informed of us -- the patrol officers -- to know more of what's going on. Our immediate supervisors and higher command seem to have a gap.
- By passing information down from the top, that does not need to be a secret.
- Higher ranking supervisors Captain, Major and Chief and City Managers meeting with the patrol officers and listening to what they have to say and acting on it.
- By having a Major who will communicate with the Chief about problems being experienced in the investigation Division.
- A grievance committee of patrolmen who will fight for other patrolmen. You can't force upper echelon to open their minds. They are set in their ways.
- Setting up a forum in which grievances could be aired through the chain and actually seeing a change or acceptance in ideas.
- By both supervisor and patrolmen being more responsible to each other's problems in their immediate jobs.
- An open policy between top level administrators and lower ranks. Feedback from lower levels to higher levels.

- All supervisors should have open minds. They say they do, but they don't.
- Encourage morale all along the chain of command. Put the people in the upper level of command in touch with reality.
- Have the higher echelon get out and ride with the troops to see for themselves what is going on.
- First major thing is to communicate.
- There should be a Corporal rank, something below Sergeant and Lieutenant.
- Retire the old school up top by reducing the retirement age. Their thinking is outdated.
- New personnel in Major and Chief positions.
- Running department more democratically instead of a few running mates, i.e., Norfolk police officers making all decisions.
- Practice what is preached, open door policy is not followed.
- By the supervisors displaying more trust and giving more support to those under their command. Supervision is generally inconsistent and arbitrary.
- The commanding officers of precinct should personally attend a muster on a regular interval, and we should also have exposure to internal affairs and the other higher-ups on a regular basis at muster.
- Retire or fire Major and completely retrain communication supervisors. Replace him with someone who does not manage by crisis. Retire Major and replace him with someone who is more open to change and can be more innovative. Retire Major and replace him with someone with brains. Replace the Chief with someone who can see what's going on around him.
- Top level personnel realize changes have to come about with the times and sometimes good ideas can come from the younger police officers.
- Patrolman board with daily meetings with the Chief or daily precinct meetings is needed.
- Promote people to supervisor that have an open mind and can communicate with people.

- Train supervisors to be open to suggestions.
- A suggestion box will guarantee response.
- By the realization that there are numerous personnel in the department with good education and experience and they could be utilized in the making of effective and realistic policies. By the ranking officers standing up for the officers, and helping with problems, not looking how to put the screws to any patrolman they can.
- By having younger, fresh and new ideas in the future goals of the department. This department should be steadily progressing with the "times" and is not.
- Revamp the Communications Division. Communication between upper ranks needs to flow better than it now does.
- To continue as we are in attempting to approve on ways to keep everyone informed as best we can and to solicit input.
- By training certain Sergeants better. Some were made supervisors by the grace of God. They don't know how to do a rookie's job, let alone what they are supposed to do.
- Get rid of the Chief, get one that will keep himself more aware of his department and their wants. More competent Majors, mainly and very strongly against change, is very political.
- Supervisor must understand and practice personnel management. Immediate supervisor still thinks he is a Marine Sergeant.
- By the administration focusing in on morale problems so we don't feel like our problems aren't being dismissed.
- The breakdown in communications in this department is really limited to the quality of a few first line Sergeants (supervisors). We have one in this particular department.
- Keeping each department informed of its activities.
- More informing and better disciplined musters.
- Transfer the Majors, Captains that are in lifetime positions and let them see how the other half lives. Also applies to plainclothes people.
- For Uniform Division commanders to be allowed flexibility. All precincts are now operated the same, regardless. Major and Chief dictate, the command can't make decisions.
- Management listening to street officers and doing something to correct the problems in a positive manner instead of being set in their ways.

- Cut out the intimidation by getting away from quasi-military type situation, i.e., saluting, hair code.
- If the supervisors will just merely talk. Some supervisors feel they are above it all.
- Major is not open minded for change, he's old fashioned. Ideas not up-to-date with a growing, young department like ours.
- By dropping the rank of Major from the chain of command, so that problems will find solution through Chief instead of being ignored and not passed on by Majors who don't want Chief to know they have problems within their divisions.
- Open door policy vigorously pushed, upper echelon to meet and occasionally observe the work and problems encountered by the rank and file.
- Closer supervision, better trained supervisors, supervisors responding to some calls to know problems better.
- More direct personal communication with the working echelon of the department. The patrolmen, especially before changes that affect them directly.
- We have a so-called open door policy, but to me it's just a rumor. We need to have the Captains, Majors and the Chief to get out of the office and back to the muster room and accept and act on our complaints and problems.
- Fire some old thinking supervisors that can't change - top line.
- For the Major and Chief to either dispatch written communication or meet with middle management and their subordinates to inform on matters of planning, expansion, changes, etc. The newspaper is our only means of finding out. This includes Major transfers, etc.
- More honesty from higher administration personnel.
- Get rid of some of these new nit-picking Sergeants. If you can't trust the Sergeants there is no communications.
- By not having to go through the chain of command, i.e., direct communications.
- I think supervisors should be on the street more often so they can remember what it's like to be a patrolman. This is Captains and Majors also.
- By having more mature and sensible Sergeants; not let them control the precinct. Since we have had the three new Sergeants morale has dropped down considerably causing discontent among officers, even those not working for one of those Sergeants. Have a representative from patrolman precincts sit in on staff or precinct meeting.

- Having a representative in each bureau to meet with patrol and then take it to supervisors. Too much breakdown between patrol and supervisors.
- Have department heads come down and see what is happening on the street. This would help with the communication of problems we have on the street.
- By supervisors having meetings with the patrolmen about the problems they are having and to try and solve these problems.
- Get rid of Major .
- Try to have communications personnel more aware of what we do. Sometimes I feel that we are working for them.
- Letting the patrol officers have more "say-so" in the matters that affect us. Having supervisors cut out the nit-picking and the following of officers by Sergeant.
- By having patrolmen and Sergeants on more open communication.
- There is noway it can improve with Captain . When you have three Sergeants with less than five years total experience overriding two Sergeants with 35 years total experience.
- By taking the communication department away from being the Chief's pet. They have us work for them, instead of them assisting us.
- Communication cannot be improved until the higher ranks of the administration are cleaned out. These people are too ignorant and uninformed as to patrol functions out on the street. The policies and procedures they institute are absurd and outdated.
- Establish a policy board of working patrolmen and detectives who would have a say in establishing policy. Give this board authority to recommend policy changes to the management personnel.
- Better dissemination of information from the Chief's and Major's staff meetings.
- More precinct meetings. We've had none as yet. We air our problems on an individual basis and have no affect. They - the administration - are afraid of us in force because our gripes are legitimate.
- Fire the Chief and Majors and some others who are one-way.
- Breakdown occurs when auxiliary personnel and sworn personnel lose the true meaning and purpose of their positions. They hold personal benefits above professional ones.
- Change in administrative supervisors.

- By having the dispatchers ride more often with the officers on street. Have officers assigned to radio room for a 28 day period.
- More precinct meetings so our feelings as a group can be heard.
- An open door policy to the C.O. by officers, not just citizens.
- Just by letting patrol know what's going on, changes in policy before it takes effect. Also stop changing things all the time.
- By getting some of the supervisors off their little cloud. Remind them that they were once patrolmen. Also, that they are no better than the next man, patrolman, in this department. "The patrolmen are the backbone of this department" and the supervisors at the -- are breaking out backs, especially the commanding officers.
- Better personnel training for supervisors.
- Communications with precinct must be better.
- Place immediate supervisors on the street to work, not in the office doing paperwork. Place top administrative persons (Major, Chief) more towards field positions, instead of office work!
- The higher staff need to require less statistics that promote bad feelings among the patrolmen.
- Uniformed Major to give more information to Chief, Investigative Major makes no decisions, Communications Major has entirely too much control over uniform operations.
- Better understanding between patrol and investigative in their duties.
- Everyone working toward one common goal.
- Showing of trust and ability when it comes to performing tasks. Constant checking of work, looking for something wrong and hoping to find it.
- Adhere to strict chain of command from top to bottom.
- Periodic meetings in the chain of command have been mandated. Dedication and desire are needed to improve on established procedure.
- Better motivation of mid-management, Captain, Lieutenant, personnel and first line supervisors in informing the patrolmen, detective ranks.
- Supervisors should work more closely with their subordinates.
- Bureau and precinct meetings more often, not just when a serious problem arises, i.e., trying to straighten out bad publicity.

- Have more feedback from the higher ranks to you personally on matters which involve only you.
- Elimination of Major . He is insecure in his job position and is currently engaged in empire building in his radio communications position. He creates dissention between patrol and communications. Communications between the precincts and the office of uniform patrol has deteriorated to a point of being nonexistent. Also, the higher ranks are comprised of older individuals who are set in their concepts of uniform patrol and are very resistant to change.
- We need a complete change of staff from Captain up.
- The Chief, Major and Captain talk with the men more often, directly.
- The communication breakdown is between the various inner departments of the department. For example, communications - patrol. Should have meetings to discuss problems and breakdown and quit trying to slash each other's throat.
- More communication between patrol and supervisors above rank of Sergeant.
- If a patrolman occasionally allowed to meet with the Chief or a Major, to confront and explain himself about a particular problem or request perhaps our higher ranking officers wouldn't be so narrow about different things, issues.
- Get at the old line commanders whose ways are set. Put in some new people who aren't afraid to come face to face with the public. Need supervisors who will back their men to the hilt.
- Communicating with a superior truthfully, without any recourse by that superior. Being afraid of being written up if you speak out. Also a change of command in the communication room.
- Have administration make a drive (sincere) to improve communications. They do have precinct and bureau "staff meetings" now because they're required. They would not if not required - anyway they turn into a chewing meeting or a meeting where Captain tells staff what they will do. No participation at all.
- Get a new Chief who is progressive and has some feeling for his men.
- The breakdown of communication is not so great at the Sergeant, Lieutenant levels. The breakdown occurs somewhere at about Captain level and gets worse and worse as the ranks go up. The upper ranks of Chief and Major are not in touch with the men on the streets.
- Replace top level supervisors - Chief, Majors, some Captains with educated, intelligent, competent supervisors.

- If the Captains on up knew what police work was. They have been at their desks for so long working 9-5. They still think this is Princess Anne County with a population of 40,000.
- It can be improved by getting rid of Captain and Sergeant and getting supervisors who are more concerned with getting a job done and the morale of the men than how many complaints they can write up and how many new general orders they can come up with. They are both living in a world where paper is more important than people.
- By the higher ranking supervisor listening to the complaint or suggestion of patrolmen.
- The administration must attempt to communicate without paranoia keeping them from seeing a good idea. The fear of change dominates!
- Train the dispatchers what is really going on in the street.
- If the positions between Captain and including the Chief would get off their --- and on the street to see what we deal with.
- More communication between the Chief and precincts, more communication between the Chief and regular patrolmen.
- I think that the communication problem has taken care of itself during the past year.
- Get rid of Major .
- I believe that our Captain is very responsible but it appears that the Major and the Chief are so worried about public image that they forget there is a job to be done. I think communication could be improved by these supervisors revising some of their thinking toward police work.
- Most things are worked out at H.Q. The precincts receive all communications at least one day later.
- Get new Majors.
- The upper echelon should not keep the lower echelon in the dark so much on new policies and procedures. It seems everything the administration does is a big secret and the personnel can't know what is happening until the last minute when we are suddenly hit with new policies.
- Forthcoming policies should be decided prior to being implemented and the personnel of the department should be given the opportunity to leave input prior to implementation.
- I feel that with time some of the older ranking officers will come around; however, I don't feel that now they all truly understand the importance of this in the program.

- Making the patrol officers aware of all changes or reasons for policy change.
- The upper command level, Lieutenant up need to change their attitude toward suggestions from the ranks. Decisions made by various patrol committees, ICAP.
- Under the current policies there is no possibility of improvement.
- By promoting people who are more interested in doing police work than outside activities, such as passing the bar exam.
- By changing some of the higher personnel from Lieutenant on up.
- To continue the staff meetings, have Lieutenants and Captains attend.
- Get back on a personal basis away from trying to be a big T.V. Police Department. Let us do our job, and put emphasis on all the public relations.
- High echelon listen to suggestions from men.
- Be able to skip procedures at times.
- Personality changes mainly. I feel that if a person were secure he wouldn't be afraid to listen to what is suggested and possibly act on it.
- By giving the patrolmen-detectives more say as to how things are done; he performs the tasks and others who have never had to perform these tasks under these circumstances dictate how they are to be done.
- Hold meetings within command discussing goals and achievements desires. Taking suggestions to improve conditions more positively and then doing something to alleviate problems.
- By having supervisors that will accept or even try changes within the department, instead of saying it was okay when I worked the street 15 years ago. Times change and so should supervisors. This includes supervisors from Captain up.
- By the administration asking for input before making changes and taking these into consideration, i.e., present schedule.
- Major to tell Chief what we need to do the job and what problems we have.
- Information from above sent directly to us in way of memos.
- A better understanding of the patrolmen's problems on the street and dealing with the general public. The department does not stand behind the officers' decisions in many cases for some unknown reason.
- Higher ranking officers on department visiting the precinct on a periodic basis. Have seen the Chief and the Major in charge of Uniform Division visit men at my precinct two times in 5-6-7 years.

- Ideas, like grievances, could be put on paper with written answers given back with an explanation.
- The problem, as I see it, is the supervisors from the Sergeant to Chief try to rule by fear. The top of the pyramid has passed its usefulness and head needs to be cut off to save the body.
- Start by communicating.
- Pass on information to all instead of hearing it through the grapevine.
- Get rid of the old time thinking supervisors.
- By having supervisors who are interested in increasing productivity, and working - not just being present and distributing the reports to be worked. They should have police work as their interest.
- My supervisor feels that education inhibits the goals of the department. Also, our P.D. is supposed to fight crime; it doesn't. We do little more than please the few with influence. We could do more.
- Through a stronger F.O.P. and through regular precinct and bureau meetings.
- Changes are needed at the rank of Major. The real problem is not that the Chief won't change, but the Majors do not deal with the problems. Change will not occur because the Major will have to say their idea is not working; in doing so, the Major would have to say "I was wrong."
- Have Lieutenants and Captains have more personal contact with patrolmen. Sergeants and Lieutenants need to ride with patrol officers.
- By the old-fashioned, out-of-date, higher-ups getting rid of their old-fashioned, out-of-date policies and beliefs.
- Don't believe it can be until some of the old deadwood leave.
- We need a less politically influenced administration, one that is more police oriented and aware of police problems.
- The Chief is kept in the dark by Major , Major , and Major . They do not keep him informed of problems that he should be made aware of - especially and . just has no guts, controls uniform operations and doesn't stay in his area of assignment.
- The information should be passed on within shifts; also supervisors at times pass the buck on ideas; seem to get lost during the passing.
- The supervisors from Chief down should take more time with the men. They should give the men a good idea of what is going on in our department. Have rap sessions.

- Realization of problems on the street that certain crimes do exist.
- Better training for dispatchers for classification of reports.
- Getting the point across to the administrative personnel that, even though we are only patrolmen, we do have a fairly high level of experience in the job.
- Communication can improve when everyone from patrolmen to Chief get off their stand and come down to listen to problems we have. Listening has to be the hardest thing for most supervisors in the department.
- Communication between the patrolman and the Sergeant are the best, at the present. If the higher-ups would let patrolmen and Sergeants do their jobs, communication would be no problem.
- By supervisors, immediate and higher-up actually listening to subordinate complaints, suggestions, etc., and then taking positive steps to improve the situation instead of shoving it under the rug and hoping it will go away.
- Get a new Chief who is open for change. Get new Majors who are open for change. Have dispatchers work for police, not police work for dispatchers.
- A more open-minded approach to problems and ideas of the street personnel by the administrators.
- Patrolmen should be heard out by the entire chain of command. If the Sergeant disagrees with you now, the Lieutenant never hears your point of view.
- Information, as trivial as it may seem, should be put out to everyone. In radio at shift change, it seems that dispatchers just get up from their seats and walk out without relaying information to incoming shift.
- By having the Captain of this precinct, and the Major of Uniform Division listen to the problems and complaints of the patrol officers.
- The pinnacle of the hierarchy needs to be replaced with an educated, objective and unbiased group of men/women. These individuals must possess management as well as leadership attributes.
- We should be told of new ideas in department policy.
- Group meetings/hash sessions. Bulletin pointing out ideas under construction.
- The Sergeant will give out information late or of his own view point. Things seem to get changed by the time it leaves the top until it gets to the bottom.

- It can very much be improved when the supervisors finally realize they aren't gods and that the working officers do something right and do know something better.
- Drastic change in the higher levels of command. Old and dead beats slow down a department.
- Allow lower levels to have more of a say of work hours, street policy, educational policies, etc.
- There should be more feedback from the rank of Lieutenant and above back down to the troops.
- Make the Chief aware of what's happening and have him monitor operations better.
- Only with retirement of a few Majors.
- Get rid of the ancient way of doing things - be more receptive to change and be willing to try new things. Listen to the officers on the road. They have a great deal of information.
- The dispatchers cause a lot of communication failures. By information being lost they send paperwork up to the officer which leaves hard feeling and a bad reflection on officer to supervisor.
- Supervisory personnel need to listen to suggestions for ways of improving the system rather than finding excuses for why things can't be done.

Table 46 presents a content analysis of responses to the open-ended question, "What do you like best about ICAP?" A large number of responses deal with patrol officers' feelings about assuming more investigative work. Forty respondents feel that seeing cases through the system or following through on arrests is the best aspect of ICAP. An additional 48 respondents feel that the best aspect of ICAP is the opportunity to do more crime investigation. The additional investigative work for patrol officers may be the reason for the large number of officers who feel that more responsibility for patrol (12) and sense of accomplishment (24) are the best aspects of ICAP.

Other areas in which a number of responses were given include crime analysis/crime analysis data (44), information (16), platoon system (8), fewer routine cases (8), and planned patrol (7).

Table 46
CONTENT ANALYSIS OF WHAT OFFICERS LIKE
BEST ABOUT ICAP

	<u>Number of Responses</u>
Seeing cases through system/following through on arrests	40
More crime investigations	48
More responsibility for patrol	12
Sense of accomplishment/personal growth/involvement/improved morale	24
Recognition	4
Information	16
Crime Analysis Unit/Crime Analysis Data	44
Planned patrol/emphasis on high crime areas/concentrated enforcement	7
Takes load off detective	7
Command listens more/brings patrol and management together	5
New concepts/new policies	6
More input	5
Platoon system	8
Less routine cases	8
Evaluation of operations	2
Offense reports written at time of occurrence	3
Schools/training	3
Other (crime bulletins, crime patterns, MPO program)	17

WHAT DO YOU LIKE BEST ABOUT THE ICAP PROGRAM?

- Many offense reports can be handled on the street at time of occurrence or shortly thereafter.
- Many of the reports can be worked at that time without a follow-up.
- Follow-up on your cases. The information sheets on various trouble areas.
- It allows everyone to use their individual talents in a positive manner. Street patrolmen have more of a sense of direct responsibility for the area they patrol.
- The emphasis placed on high crime areas and problem areas.
- Allows us to do some of the investigating of crimes.
- The men seem to have a sense of accomplishment now.
- The availability of information to the patrols. Accomplishment of seeing a case all the way through the system.
- Patrol units can carry a case all the way to court and know the outcome.
- Involvement of patrol in investigation. Allowing the patrol officer to become totally involved in the total criminal process.
- More of a chance to investigate and make apprehensions on my own through my investigations.
- Being able to follow-up on certain major crimes such as burglary.
- Gives you leads as to what goes on in your area, what are the problem areas, and who is suspected of doing what.
- Taking a small amount of load off detectives.
- Gives the men a chance to complete the job that they start. I hope later that they will be able to go all the way.
- It finally gives the patrol officer a chance to work a case from beginning to end and giving him the recognition for the arrest and not the detective.
- They take care of small cleared cases.
- The opportunity for officer talents and abilities to be developed, thus allowing for greater contributions to department as well as opportunity for personal growth of officer.
- Concentrated enforcement; building of criminal M.O.
- You get to be more involved when normally you wouldn't.

- Opportunity to investigate crimes in-depth.
- The crime analyst program.
- We can investigate cases and information collected.
- If it's not too busy on the street it gives the officer a chance to investigate certain crimes himself.
- Enables an officer to follow through on an arrest where he has all the necessary information to do so.
- We are able to discontinue investigating petty offenses with no leads.
- Crime bulletins, schools.
- I can prosecute my own burglars, and get the recognition for my work instead of giving the detectives my arrests.
- Investigating your own cases, and taking as much time as you need on a case.
- It gives patrol officers an insight into investigations, and the problems that the investigators face.
- The morale improvement noticed in Uniform Division.
- Gives uniformed officer more responsibility and allows him to use his skills.
- The platoon system, permanent zone assignment, planned patrol, ICAP coordinator.
- The idea that the uniformed officer is no longer a report taker but can become involved in these cases, giving him much needed experience and satisfaction.
- More control of many cases in precinct, better development of precinct personnel.
- The implementation of the platoon system, the gathering of data by the precinct. Coordinator putting it in order on paper and giving it out to the personnel.
- Officer can get more involved and receive sense of accomplishment.
- Its organization of problems and problem areas.
- The regular information it provides as well as the professionalism it seems to be dictating.
- Information bulletins, crime patterns, a knowledgeable precinct representative.
- The sense of working together to resolve precinct crime problems has done a lot for morale at the precinct level.

- Cuts paper work for detective bureau.
- Takes the load of routine cases off the detectives and gives the uniformed people more investigative responsibility.
- The concept is good if it ever materializes.
- Uniformed officers with initiative reap a great deal of satisfaction in being allowed to handle some cases to the end.
- Patrol taking cases and crime analysis.
- Gives the patrol officer more responsibility and freedom in handling cases. Frees the investigative personnel from going over ground already covered by the uniformed personnel.
- Uniformed Division taking on the sometimes trite and mundane reports which filter through the system.
- It requires close scrutiny of the entire operation.
- The opportunity to examine areas of concern which were identified before ICAP but the funds and resources were not available.
- Gives detectives more time to handle individual cases. Also gives more investigative experience to uniformed officers.
- Patrolmen getting involved in cases.
- Patrolmen getting more involved in working causes. The possibility of patrolmen influencing positive changes. Who best knows what changes need to be made other than the patrolman?
- Gives patrol division the ability to be a police officer. Helps make needed change within the department.
- In addition to helping the department to reach its objectives, it helps to motivate patrol officers and supervisors and gives them a feeling of belonging.
- Command is starting to listen to what comes from the field.
- The patrol officer is finally getting recognition for the work he is doing.
- Following cases from start to finish. This allows officers to know what's happening after the intro report.
- A rookie officer can learn earlier about proper investigative techniques.
- The information which can be obtained from the ICAP office.

- Gives me an occasional chance to broaden my abilities through investigations.
- Permits patrol officers to become more involved. Places a higher status and responsibility on a patrol officer.
- Trains young officers to do a better job.
- The participation of patrol in investigation.
- Exposure to investigative procedures for patrolmen.
- The ability to work our own cases.
- Information.
- Working your cases to logical end.
- The availability of information for the patrol officer.
- Allows officer on the scene to clear an offense.
- Patrolmen handling the calls on the street making value judgements.
- It gives the uniformed officers a chance to work cases and we get federal money to buy equipment.
- Takes some of the work load off detectives.
- The opportunity for the patrol officers to gain knowledge of investigative techniques.
- Uniform patrol conducting investigations.
- Involvement at all levels.
- Forces new concepts and moves away from the traditions.
- Representative showing for the department in designing of new policies. More concentration on higher crime areas. More involvement for the Uniform Division.
- It takes care of precinct cases.
- My case load has dropped.
- Some of the reports that are taken are handled by the uniform people, thus relieving investigators from repetitious and time consuming work.
- It allows prompt service to citizens. It allows officers to exercise their abilities as "rounded" officers. It puts more personnel on the streets.

- Bring patrol and management together frequently.
- Cuts down on petty cases allowing more time to investigate more serious matters.
- Training for men; will make the patrol officer more than a report writer.
- More involvement by all department officers, in individual cases.
- The chance to work many cases through to completion.
- It seems that through ICAP, the patrol officer is getting a little bit more input into his job and functions, but not as much as he should be due to incompetent administration.
- The information gathered.
- Basically is a good idea on paper.
- It gives the patrol officer the chance to follow-up on investigations.
- Availability of information.
- Better information on active criminals.
- Doing the investigations and seeing a whole case through.
- The arise of the crime analysis.
- More crime problem information is available.
- More responsibility for patrol.
- The possibility of future investigative procedures by uniform. The added responsibility.
- The platoon system - and working for one supervisor - knowing what days you have off well in advance.
- The information that I receive from the crime analyst in the precinct on the crime pattern in my zone.
- To date ICAP has forced progress change in spite of a great deal of opposition.
- The information I can get from the analyst about past crimes.
- The ability of the officer to work his own case.
- The opportunity to expand my talents in police work through experience. The investigative opportunities are finally given to us. Information can be pooled better.

- Platoon system.
- Increased awareness of criminal activities in my zone.
- It gives you a chance to follow-up your cases that you started but the radio room does not like for us to "take too long."
- Being able to get into some investigation beyond preliminary.
- Precinct coordinator.
- Being able, theoretically, to pursue my own criminal investigations.
- MPO program.
- Patterns and suspect information gathered on certain problem areas.
- The crime analysis' duties.
- Information through coordinated efforts given and received by officers in the field. Also the fact that this information is now released in a controlled and timely manner to citizens.
- The crime analysis at the Third Precinct is superb as to pinpointing crime areas and problems with known criminal suspects.
- The fact that you can get the credit for an arrest, whereas before detective bureau got all credit.
- It gives the patrol officer a chance to experience the duties of a detective and compare the two jobs.
- The ability to follow-up on leads and cases with which you are most familiar. This comes from working an area and knowing the people in it.
- Being able to carry a call all the way to completion.
- Being able to do investigations.
- Statistics and crime patterns.
- The assistance it has given me to do my job more effectively.
- The information I receive to aid me on the street.
- Having an analyst to pinpoint problems. Stakeouts. Files to obtain information at precinct level. Crime bulletins.
- It gives the patrol officer a chance to investigate crimes more.
- The crime analysts in the precincts.
- It gives you more responsibility.

- Allows patrolmen opportunity to complete police work and not be a report taker.
- The gathering and correlation of information on criminal activity.
- Crime analysis.
- Allows officers to handle situations from start to finish; good experience.
- ICAP is informative to patrol; information is more available on criminal activity than before; there is much more dissemination.
- You get to follow through with the investigation that you started.
- The chance to use and improve your own individual investigative skills. The chance to find out and know what happens to the cases you investigate.
- It gives the patrol officer a chance to tell and have some say in what policies the department takes.
- Increased responsibility for patrol officer.
- Opportunity to follow an investigation through to the end.
- Gives each man the opportunity to get more involved with police work. No longer just a report taker.
- The individual units supervised in each precinct complete with pattern maps; FI cards and photos of known offenders; valuable information.
- Information files on known criminals or suspicious persons; plotting types of crime patterns.
- The ability we have to keep unimportant or quickly solvable cases from the detectives.
- Being able to do a little detective work; trying to learn a little more, and clear cases with arrests.
- Gives me a chance to work my own cases from start to finish.
- Centralizes incoming information.
- Provides better information on criminal activities.
- Crime analyst in each precinct; enhancement of patrolman's job; added responsibility; ability to see results of work efforts.
- Handling cases on your own.
- The availability of using interview and investigative techniques.

- It gives the officer the ability to prevent extra work for the detectives.
- Crime analysis.
- Reduces amount of reports coming in and allows a little more time to work on more important cases.
- It lets us handle things that we are able to handle ourselves without having to get permission from the sergeant and the detective bureau.
- Permitting the street officer to do more investigative work.
- So far two pieces of equipment have been obtained.
- Crime pattern bulletins and alerts; setting of crime patterns on bulletin board in precinct.
- The fact that we are able to work the little crimes, or the various cases we are familiar with.
- It is for every officer and is a good reference for crime patterns.
- More responsibility to patrol.
- The opportunity to concentrate on high crime areas, and to follow cases all the way through.
- Handling cases from start to finish.
- Direct community (precinct level) involvement from start to finish. Increased awareness of community problems.
- Getting to stay in the same zone and working the platoon system. It gives a better understanding of my zone and my fellow workers.
- The chance to investigate for myself.
- The regular patrol officer is allowed to become more involved with the investigative end of a complaint or a crime.
- The way they try to help in anyway they can to get information about crime in Virginia Beach and in the areas I work.
- Crime analysis unit.
- The information that is passed on by them which we usually didn't receive before.
- Information gathering and assimilating; working case through.
- Gives investigators more time to work on cases, carry less caseload.

- Communication with street patrol, and the fact that patrol gets a chance to get involved in the investigations.
- The uniformed police officers can work the cases through.
- Ability to do some minor investigation work.
- It gives individual officers a chance to do their own way of work. It also gives an officer a sense of accomplishment and helps eliminate the belief that the "lowly patrolmen" don't do anything.
- Criminal activity information, availability of information, being able to work your own cases.
- Gives the officer the opportunity to do real police work, i.e., investigate and solve problems. Most of the men are enthusiastic.
- Ability to show pattern of offenses in zone.
- The crime information it can supply along with suspect information and possible areas of crimes to be committed.
- Getting the street officer involved in criminal investigation.
- Being able to work in a given area. This helps you in getting to know who is in your area. Also being able to work some of your own cases.
- Gives patrolmen some direction and recognition.
- The way the information is all gathered and put together for each area, which helps me a great deal in my patrol.
- In certain cases the patrol officer may work the case to its completion.
- Supervisors have the advantage of working the men in non-traditional ways. Going to the places which are having the most problems.
- Gives the individual officer more responsibility, more to do, more feeling of accomplishment. Trains him better in dealing with situations instead of being merely a report taker who passes them on.
- Change in radio procedures. The Federal funding which has brought some equipment changes. Known offender profiles.
- It allows me the opportunity to conduct certain amount of investigation in offenses I could not do before.
- The opportunity to carry on an investigation to its end instead of turning it over to the detectives. Also we are kept better informed through our ICAP precinct representatives as to what is going on in the precinct.

- Being able to get information on certain crimes committed in my zone, where the location might be of the next crime, just who are likely to be a suspect to look for.
- Being able to start an investigation and follow it up until it's complete.
- Studies and probability status of crime occurring.
- On not working cases that have no leads, no suspects, and no witnesses.
- The information of passed offenses and criminal activities..
- Chance for uniformed officers to be involved in some investigations; allows important cases to be handled by investigators.
- New thinking, new ideas, more input of ideas from patrolmen.
- Knowing where high crime areas are and have a book on how many criminals are in the area.
- Being able to investigate crimes that I respond to and see how they end up, sometimes by following them all the way through to court.
- The chance to work a case in its entirety.
- Lets patrol become more involved.
- The ability to make your own arrest on subjects caught in the act instead of turning it over to a detective and letting them get the credit.
- Working a case through.
- It gives us good information that can be used on the street. It aids us in pinpointing major crime areas, or just trouble spots.
- It gives patrol a chance to follow-up investigations in criminal activity in our respective precincts.
- It gives the patrolman a chance to handle things to the end. Before he was only able to start them and then turn them over to someone else.
- It allows patrol to conduct some investigations.
- Putting an emphasis on patrol.
- I can handle cases with a suspect involved.
- It relieves the work load on detectives.
- Officers getting to do their own investigative work and following-up their cases.

- The end date.
- The opportunity for a patrolman to handle a case from start to finish.
- The pinpointing of crime areas for concentrated patrol. It provides information on crime patterns further increasing chance of criminal apprehension. It gives every officer a chance to experience investigative techniques and also to get true credit for his arrests.
- Information received, from criminal bulletins, criminal activities, etc. Being able to work one area.
- ICAP program enables the Uniform Division to work cases in our zone. It enables us to see how the other side works. We used to give the detectives information and never knew what happened. Now we see a case from the beginning to the end.
- Crime analysis on the precinct level. Communication between patrolmen. Precinct filing systems. Platoon system.
- Patrol is given more investigative work.
- Crime pattern availability, wasn't available before; follow arrest all the way through; paperwork investigation.
- If you make a good felony arrest you now can carry it through and not hand it over to a detective.
- More informed about each zone's problems, broken down into categories.
- In theory the ICAP program gives needed experience to patrol officers in investigating crimes.
- Brings the availability of information closer to the precinct level.
- Allows patrol officer to follow through on some cases.
- Having a steering committee where ideas, problems and opinions can be voiced and new ways of doing things can be hashed over before implementation. This provides for innovation and progress - a great way to manage ourselves.
- It is a challenge and the acquired education is very good.
- In theory it's a good concept. In practice, it is not very effective here.
- Gives me more time to follow through on cases and decide the outcome.
- Letting Uniform Division do some work for a change.
- The amount of information it has made available and criminal activity and suspects.

- The chance for the men to see positive goals and accomplishments.
- Patrol officer involvement.
- Lets the patrolman experience the investigative areas of the police field. Helps him have a good understanding in investigative work.
- Chance to assume cases.
- Updated bulletins; improved equipment; crime prevention efforts; platoon system.
- A chance to do entire investigation on many felony cases.
- The chance to handle my own cases.
- Level of executive involvement.
- Gets the uniformed officer more involved.
- It lets the Patrol Division become more involved with cases and problems within the precinct.
- Working cases and assigning them to myself.
- I feel that the uniform have needed an opportunity to experience a greater role department wide but especially in preliminary investigations. I am glad that cases cleared by officers, no matter, are assigned to them.
- Keeps current record of problem areas and known offenders.
- Allows the patrolman to become more involved in the crime solving process, rather than just a report writer.
- Uniform patrol handling trivia, providing more time for investigators working more serious crimes.
-
- Uniform gets to handle his own arrests. They are less experienced than a detective and thus the arrests are not as good; the detective does not receive enough training to make good arrests, much less patrol.
- The patrol personnel being able to do police work instead of just being report takers.
- It gets patrol involved.
- Gives patrolmen more experience and opportunity to get involved; eases caseload on detectives; provides more information to detectives.

Table 47 presents a content analysis of responses to the open-ended question, "What do you like least about ICAP?" Responses can be broken down into three major headings: responses dealing with the platoon or schedule system, responses dealing with patrol officers assuming investigative work, and responses dealing with training.

A large number of officers (24) feel that the platoon system is the worst aspect of ICAP. Problems with the platoon system include working too many night hours (11), inability to trade shifts (3), inability to work part time (7), and stress on family life (3).

Concerning investigative duties for patrol officers, respondents cite too much extra work (30), too much paper work (4), and not getting paid for extra investigative work (13) as aspects of ICAP that they like least. In relation to this, seven (7) officers feel that patrol officers are mishandling investigations.

The third large area of response to what officers like least about ICAP is training. Thirty-one officers feel that their training is insufficient, particularly for patrol officers doing investigative work. The comments related to training support ICAP Phase II efforts to implement a greatly strengthened training program. Other areas cited by officers as what they like least about ICAP include not enough manpower and breakdown in communication between patrol and detectives.

Table 47
 CONTENT ANALYSIS OF WHAT OFFICERS LIKE
LEAST ABOUT ICAP

	<u>Number of Respondents</u>
Platoon system	24
Too many night hours	11
Cannot trade shifts	3
Cannot work part time	7
Stress on family life	3
Too much extra work	30
Too much paperwork	40
Patrol not getting pay for investigative work	13
Not enough training	31
Not enough manpower	10
Communication breakdown between patrol and detectives	10
Detectives feel patrol officers mishandle investigations	7

WHAT DO YOU LIKE LEAST ABOUT THE ICAP PROGRAM?

- Appears to add to already an overload of paperwork.
- Frequent evaluations which have questionable results and value.
- Platoon system of manpower allocation and rotating shifts being mandatory.
- I feel that the administration is bending the rules and misusing the program.
- Not enough personnel to handle the calls. Platoon system not flexible enough. Not enough training.
- The lack of training for personnel.
- Paperwork that we are now doing, instead of the detectives and not being paid for it.
- ICAP is nothing more in the precinct than a locked office where officers that prefer not to be police officers make professional report takers out of us. No or very little action is taken to prevent crime. Yet ICAP thinks by merely putting out yellow and pink bulletins weekly crime will be prevented. By rookie officers riding in marked units, ha!
- The need to make the office open 24 hours.
- Not enough manpower.
- Schedule.
- Lack of training courses for patrol personnel and patrol supervisors.
- Makes patrol officers handle jobs formerly handled by detectives with no increase in salary for patrolmen; second, with very little or no additional training for us.
- Paperwork, but it is necessary.
- Cases that are pended inactive by patrol officers do not receive enough attention at the detective bureau.
- Doing detective paperwork without a pay increase. The shift work and platoon are causing problems within the precinct. More stress is put on the officer both on and off duty - family, social life. There seems to be a competition between each platoon and individual officers in each platoon. The sergeant expects results when a zone is quiet and there are no major problems. The reason is that he, too is in competition with other sergeants.

- That we have to do in-depth investigations. We neither have the time, proper men to cover area, or most of all experience to work some of the cases. Seventy percent of cases we are able to do, but the other 30% we have little experience in the deep type of investigation it takes.
- None of the information directed by the steering committee is provided to the individuals in the precinct.
- Due to the low number of street personnel, the investigation officer is not permitted to spend the needed time to investigate and follow-up.
- Communications should be better.
- Sometimes you don't have enough time to do the in-depth investigation you feel that the case you're working on needs.
- It puts a load on you or your zone partner if you or he ICAPs a case. You have to handle all the cases for your zone while the ICAP investigation is in progress.
- I feel that uniform patrol should not be involved with investigation of certain offenses due to the breakdown in communications with the Detective Bureau, such as M.O. type crimes.
- Detective
- Disproportionate increase in growth of paperwork, i.e., for the same arrest a patrol officer does more paperwork than a detective.
- Patrol officer handling complete investigation on felons.
- Disorganization with the paperwork involved. There seems to be no format and it seems that the forms keep changing.
- The amount of training given to uniform personnel to prepare them for the extra work involved.
- Uniform patrol doing preliminaries and causing problems with the actual investigation. This is with search and seizure difficulties and the absence of paperwork for what they did.
- Information being gathered by personnel is not being correlated.
- The added paperwork.
- All the paperwork associated with assigning cases to myself.
- Not enough training, both for officers and superiors. Also too many committees trying to change too much too fast.

- Platoon system, rotating shifts.
- Accessibility of the office being open.
- Surveys.
- Uniformed officers' frequent inability to complete an investigation.
- Patrolmen not thoroughly investigating a case that will be pended inactive that may later be needed during other investigations.
- The concept is good but I feel it needs to be defined more clearly as to what they work with less discretion on their behalf.
- There is some confusion over types of cases to be handled on the street from one uniformed supervisor to another.
- There is insufficient manpower to carry out the program; as it is now we do not have the time to work the cases. The shifts we are working, mostly the relief shifts. The lack of intelligence of the high ranking supervisors - Majors and above.
- Some supervisors try to keep their officers from becoming too involved in criminal investigation and want them to just patrol and take reports.
- Don't have enough time to properly deal with each case, lack the experience and know-how to thoroughly investigate.
- The 5 platoon system. This system seems totally ridiculous to me. What difference does it make as far as ICAP is concerned? I think ICAP would work just as well on the 3-shift system.
- Platoon system.
- Trying to interfere with the master police position and making changes in the promotion from officer to MPO.
- The platoon system and the schedule.
- I don't care about the paperwork that is needed to complete the case, there is too much paperwork already.
- Overpaid civilians.
- Precincts are more self contained and sometimes do not use all services open to them - k-9.
- Lack of communication when an arrest is made on the street.
- Paperwork.
- Analysts are not available during the hours I work - 8 p.m. - 4 a.m.

- Cases are being assigned to officers that shouldn't be assigned.
- It puts too much of a work load on the patrolman. There is not enough time to ICAP most of our cases, spend time on them and still answer calls on our zone. There is very little training on ICAP to help us, also.
- The shift work that has been assigned to accommodate the ICAP program.
- Not having maps available in precinct to view at musters.
- It takes the officer away from his other duties of patrol.
- Platoon system - working different hours different days of week. It's a strain on body and home life. Also, handling of cases I don't feel we should be assigned cases, but leave it as it was to the detective bureau. Also, the department has instituted the tru-unit to allow more time of officers patrolling, to work the street, but I feel in many instances that, it would be to our best interest that the officer respond and get out and meet people and obtain from them what is happening in his community, then to tie an officer up on cases assigned to him.
- The fact that more people are needed to keep up with the paper work the ICAP personnel in precinct have.
- Doing the detectives' paperwork without getting the pay.
- There is very little time given to the zone units for investigation.
- Extra paperwork.
- Paperwork and time involved.
- Paperwork and hours the patrol officer has to deal with.
- The fact that problem areas are identified and corrective action is not taken. For example, the investigative services is not employing the same techniques at their level as in uniform.
- Being bogged down with paperwork; don't pressure officers to work cases. Be flexible. Give officers a say.
- The amiguity of the paper work. Procedures seem to be developed as you go along and based on the "ways" of the particular people who have contact with it as it goes up the line.
- MPO program.
- The 5 platoon system which places a totally unnecessary hardship on the patrol officer. I strongly liked the four platoon system. The 5 platoon system and the radio room situation are the gigest single two factors that serve to generate poor morale within the department.

- Too much night work - the 5 platoon system causes one to work nine months of nights annually.
- The fact that we work nights for ten months of the year; added paperwork.
- Uniformed personnel in precinct not being compensated more for working cases and also doing other functions. Whereas a detective is paid more money for just investigating, and the patrolman has to investigate as well as do other functions.
- At this time many uniformed officers have not received enough training and/or do not have enough experience to effectively handle some of the cases assigned to them.
- Due to shortage of men we are forced into the platoon system. Everyone has same Sergeant and same days off. No one likes the platoon system because we work so many night shifts and can't spend much time with investigations. It also totally disrupts our personal lives. I have yet to talk to a person in my precinct who likes the system but because Major is the boss we are ordered to like it and then he has the gall to say it's our idea and not his own.
- I know paperwork is necessary but I've never been through ICAP school and I don't know all the forms to fill out. It's frustrating when I ICAP something and not knowing if I did it right.
- Working certain cases - with all the good information that you get from your ICAP sheets you don't have time to ever use it because you wind up getting tied up investigating chicken cases. It ruins patrol time.
- Ties me down to more paperwork.
- Officers enjoy doing investigations but they are very limited in time due to lack of manpower.
- It causes lack of communication between uniform and Investigative Division. It causes duplication of records. It wastes needed dollars which could be useful elsewhere. It splits the officers.
- That many officers are improperly or incompletely trained to handle their aspects of the program.
- Communication has broken down between Uniform and Detective Bureau. Some officers refuse to follow through on their investigations and leave out important information needed by detectives.
- Should have more training.
- Communication breakdown of arrests that are made.

- The 5 platoon system. The platoon system in itself is a good system but the long workweeks at schedule change is a problem. So is the relief shift.
- The being bogged down with extra paperwork and then when it's completed having it kicked back for minor errors that could easily be corrected by the person in the Detective Bureau checking the report.
- Review of reports in a nit-picking manner.
- Shifts uniform required to work; lack of training/understanding of how to handle certain cases.
- Paperwork; some of the new ideas aren't workable; stacking radio calls, officers having to spend too much time off street on ICAP investigations.
- Too much paperwork involved to do the job effectively.
- Doing detectives' paperwork.
- Not being able to change shifts with fellow officers. Unable to go to school; takes a patrolman off the street for too long. We don't have sufficient manpower for that job, this results in too much paperwork and not enough patrol.
- Excessive paperwork.
- As a patrolman there is not enough time to effectively work your own cases such as burglary, etc., and answer calls assigned to you, too, and keep up with your zone. Cases that have to be investigated and no arrests are made should be turned over to the Detective Bureau as before.
- Paperwork seems repetitious.
- The interference from the division commander that sees it as a threat to their individual empires.
- Platoon system does not allow precinct men to trade shifts. Too much evening and night shifts.
- I feel the department is not giving us the time we need to handle what they expect us to. Either give us less to do or more time to do it so we can keep up with our patrol work too.
- The program was established without essentially enough patrol personnel to do the job properly. Improper use of the MPO's.
- Not being able to complete cases outside of my zone.
- It takes the officer off the street for an undetermined amount of time.

- During ICAP meeting very little consideration is given lower ranking officers, high level usually control. Inconsistency of uniform patrol in the working of various cases.
- Things like the department sending us to ICAP school when we are already doing everything required.
- Not telling us of changes right away. All Sergeants have a different idea of what ICAP is.
- No proper training for patrol officers in investigation; breakdown of communication between patrol and detectives. Gives patrol several more tasks and makes detectives' job easier. It does leave Investigative Division open to institute new programs but so far I haven't seen it.
- The expectation that you can perform numerous detective functions without really receiving the proper tools or education. Detectives still try and hide their "secrets of the trade" from the Uniform Division.
- More work piled on the patrolman in the field who has not been properly trained to do this work and who doesn't always have the time to do it.
- Supervisors don't seem to understand what's going on. This is certain ones. You can't talk to them or explain something to them.
- The changes that have been made, such as current schedule, that we have no say so in.
- The option to reject a case.
- Some crime scenes are being messed up. Overall, I like ICAP.
- Their random method of operation. The lack of control on the areas they seek to change. They should be given specific direction in areas. They should channel their efforts and not be allowed to do whatever they want and address problems that they, the steering committee, think are problems.
- No one wants to enter into Investigative Division.
- Paperwork and pay. If a detective can get 5% more for a PD 3, then why can't I?
- The haphazard way that cases are assigned to patrolmen and the lack of training they have had that prevents them from properly handling the case they do get.
- Nothing at this time, except it is starting out very slow.
- All paperwork is not necessary.

- Patrolmen trying to investigate a crime when they do not have enough time, sufficient training, a place to hold an interview - we have to do it in a police car - or any investigative experience. Also, the new rotation system. I now work 4 out of 5 months during the evening.
- Least about the ICAP program is the information center they have on subjects. I know it has just started but information on subjects in each respected zone and previous crimes in your specific zone is just poor at this time.
- Platoon system - 5 platoon system - handling of cases, as a detective, and not getting the pay for a detective. The main problem is the platoon system.
- Not enough time given for investigation. Not enough training time on ICAP.
- The impact ICAP plays with personnel divisions. Mainly with MPO. If ICAP steering committee is successful, MPO will be equal to a corporal position when no competitive process is involved. Existing incompetent MPO would then be seen in a position that we created only because a pay incentive was given.
- Bad training.
- Seems to be lack of knowledge between ICAP cleared cases and investigative pending cases.
- Paperwork. They handed us about 200 new forms and reports and a little outline on how to do them. Also an 8 hour orientation of the Detective Bureau. It doesn't work well that way.
- Time consuming paperwork, lack of time to do investigations, burglaries. Investigations should always go to the bureau and not be assigned to patrol officers.
- Too many months on night duty as a result of the way we have scheduled things at the precinct.
- Platoon system we are now working under.
- Not being able to trade shifts. Detective Bureau not entering reports into computer fast enough to prevent feedbacks.
- Inexperienced officers are not investigating cases properly, requiring additional work by investigative personnel to correct the mistakes made.
- The fact that all three Majors - communications, uniform services, investigative services - are not acceptive to change and are crippling the implementation of the ICAP program. In effect we are ineffective.
- No effort is being made to improve pay along with developing expertise in the patrol level.

- There is not enough communication between members of the Investigative Division and the patrol officer.
- They claim that ICAP is to cause a better effectiveness and happier environment. That is false; the hours are the worst ever.
- The ICAP program provides very little training for the patrol officer in dealing with investigations and doing the paperwork.
- Some necessary information on persons that were arrested slips by without my knowledge.
- The working at cases by officers that requires an extensive amount of time. Trying to work such cases and maintain patrol responsibilities is impractical.
- The manner in which the information comes from the crime analysis unit, in the precinct.
- The paperwork.
- Training - not enough; for supervisor subordinates.
- Paperwork.
- Not enough training given to investigate crimes.
- Many reports are coming through that should have been handled on a precinct level.
- All the paperwork thrown back on the patrolman usually done by the Detective Bureau.
- Detectives are retracing investigations which patrol has screwed up. More time by detectives working trivial cases retracing due to ICAP. Precinct plainclothes units are overstepping their bounds doing investigations which are paralleling investigative service.
- The paperwork takes all of our time away from patrol, and the street.
- The program is supposed to give each precinct a hand in the development of plans and the allocation of manpower and time to implement these plans. At this time all three precincts have the same number of men, cars, and equipment when in fact no one of the precincts is near the same in size, population, and types of crimes to be addressed. Why does the scheduling of men have to be the same in all three precincts? The commanding officer of each should be allowed to run the schedule as suits his needs, not be told that one precinct has the best method, therefore all precincts will work that way. (Continued)

- (Continued) ICAP will never work in this department as long as one or two men continue to direct everyone's activities. Where is that idea that we were told at the beginning, that each precinct would be allowed to attack their own problems without interference. Evaluation yes, but interference, no. I was told that one of the efforts was the stacking of calls for service by priority and necessity. As of now I can't say and have no evidence that this has ever been or will be done. We will always work by sending an officer for everything in the book and response time is the 11th Commandment.
- Takes too much time and patrol is doing the work of detectives and not getting paid any more or getting anything out of it.
- It gets into too much changing of the department without thinking ahead. The citizens suffer because cases are not properly investigated; we pend and drive away. We went from HIT program to ICAP.
- Instead of working all general assignment misdemeanor cases they have jumped into major cases. Felonies are often at best difficult and the uniform personnel have become difficult to deal with at the scene which they consider you a trespasser. A uniform Lieutenant put out the word not to come dropping in unless asked. Higher degree of difficulty.
- The changes it has brought about in the scheduling. Prior to ICAP we were able to select our shift and zone and remain on them.
- Confusion; lack of knowledge.
- Increased paperwork, but I realize it is necessary.
- Small amount of training - both patrolmen level and supervisory level. Lack of public awareness.
- The 5 platoon system. Would be better at 4 platoons and pick your own days off. Many go to school and this would help. It worked okay until they went to the 5 platoon system.
- The lack of time you have to work on the various cases. You feel pressured; it leaves one man in the zone to work the other calls.
- Time it takes us off the streets to complete paperwork if we are assigned to particular cases.
- Insufficient training.
- Not enough personnel in patrol to effectively implement the program.
- Well for one thing, it makes more work for the patrol officer.

- Hidden costs and demand on manpower and resources; duplication of effort in other units of the police department. Lack of communication of activities proposed and present.
- Not enough time to do detective and patrol job at the same time effectively.
- With ICAP now in force, the patrol officer should be given a raise in salary. After all he is doing the job of a detective, isn't he?
- Paperwork - precinct adds more.
- The way it has been organized.
- Troops need more training.
- Implementing ideas before careful consideration is given.
- Insufficient training; insufficient guidelines for its use; no uniformity between precincts.
- That spot bureau personnel are treated as the fourth precinct. We must (deal with) ICAP crimes rather than back up the patrol. Our specialities are limited by this.
- The ICAP program can only be as good as the ideas and cooperation of everyone in the department. The administration is resisting ICAP.
- At times being tied up with all the paperwork.
- The fact that the Majors are holding back new ideas.
- The subject who reviews PD-18s and PD-3s. The false idea that patrol is actually doing investigative work - it's entirely up to the supervisor to decide. Not having an idea that some cases should be ICAP or handed over to detectives.
- Five platoon system is very poor. Requires 9 1/2 months yearly of night work.
- The Detective Bureau trying to kiss off their job on street police officers.
- The time used investigating cases, not enough time for patrol or handling radio calls.
- I do not have enough time to do an investigation due to lack of manpower and an overload of calls. Investigations have to be done in a rush which cuts down on positive results.
- Shifts the patrol officers must work. Those poor guys work only 52 days a year in the light of day. All other shifts are at night.

- The training in preparing the officer in dealing with the amount of paperwork is not enough.
- When ICAP started a platoon system which because of the pay on the department is not that good; it cut off all my part-time work. Also I cannot go to school.
- The training - not getting any.
- The extra work load with little training. Let the detectives do their work and patrol do theirs. Give the Feds back their money.
- The fact that we as patrol officers are expected to do more work to alleviate some of the excess work put upon the detectives and not receive extra pay compensation.
- You cannot use it no time; it's a complete waste of manpower and money for the city.
- If I wanted to be a detective I would go to the bureau. Don't throw investigative work at us because we are out there to answer calls for service, not to investigate. Either make everyone a detective or put everyone in uniform.
- It is taking the man off the street too long causing his zone partner to catch all the calls.
- The platoon system. Each man should work the hours best suited to him.
- The Major is not allowing the precincts to utilize their personnel to support the premise of ICAP. Still hung up on the idea of equality on shifts and in zones. Major should be transferred so as not to interfere with the ICAP function. He continuously places stumbling blocks in the way of the program.
- It takes too much of the patrol unit's time when investigating a case and it throws an extra burden on the other units on the street. It will not work during the summer months.
- No one seems trained as yet, but ICAP is in use.
- Lots of times you don't have enough time to do all that is required. You can't be a detective and patrolman both because you just don't have enough time to do an effective job on either.
- Not enough training on the point of working with the Investigative Division.

- Paperwork.
- We don't have time to do follow-ups on investigations since we are doing these investigations, especially in Sergeant platoon; we should be getting investigators' pay.
- Puts more work and responsibility on patrol officers than on any other division - detectives for example.
- The accessibility of acquiring that information.
- ICAP seems to be giving the patrol officer more responsibilities and seems to be getting them more involved in aspects of police work they might not get involved in unless they were to transfer to another division. Yet with all these added responsibilities and duties along with the officers' everyday functions, they have not been compensated for this in pay. Patrol officers do, now, everything a detective does, plus answer calls for service, work traffic and public relations area. Yet they still get paid less than a detective does. Also since officers are now doing investigations, they are out of service and off the street for longer periods of time. This is putting an unnecessary burden on the other officers working that zone and adjacent zones to answer calls for service. This is due to the fact that the department is still undermanned and that the dispatchers still don't stack calls and/or advise the citizens that there is no need for an officer to respond.
- The enormous amount of paperwork it requires to complete a case. This would be made easier if the patrolmen could dictate the reports instead of writing them.
- Takes away some command decisions, policies which should be made by Chief and other commanders.
- It takes up too much time for the patrolman.
- We do not have the training to properly handle the cases not the time to properly investigate this and maintain our work load on the street. The supervisor then is not satisfied with you if your ICAP caseload is not up or if you are handling a large caseload. Your patrol duties fall behind. There's no way to win. Do away with ICAP. There's enough to do in patrol alone.
- The beginning date.
- Lack of formal/informal training - on me personally. Dropped extra responsibility with absolutely no training.
- The scheduling system set up in the precincts.

Table 48 presents a content analysis of responses to the open-ended question, "What changes should be made in the Department during the coming year?" The most frequent response given was more pay and benefits (49), followed by more training (28), elimination of the platoon system (26), and better equipment (20). A large number of officers felt that certain supervisors should be replaced. Fifteen officers recommended firing the Chief, thirteen requested new Majors, seven requested a new administration/command and eleven recommended improved supervision in general.

Other changes recommended include decreasing the influence of the communication division (17), more recognition (8), more communication (11), more personnel (9), and elimination of ICAP (6).

Table 48

CONTENT ANALYSIS OF WHAT CHANGES SHOULD BE MADE IN THE DEPARTMENT DURING THE COMING YEAR*

	<u>Number of Responses</u>
More pay and benefits	49
More training	28
Eliminate platoon system	26
More/better equipment	20
Decrease influence of Communications Division	17
New Chief	15
Replace Majors	13
Improve supervision	11
More communication	11
More recognition	8
More personnel	9
New administration/command	7
Eliminate ICAP	6

*Because of the great number of categories, only the categories with more than 5 respondents are recorded here.

WHAT CHANGES SHOULD THE DEPARTMENT MAKE DURING THE COMING YEAR?

- Dismiss a large number of supervisors at the 3rd, starting with the Captain.
- The ICAP program should be looked at a second time. I also feel that this department and the people in the community should wake up and realize they have good men on this department and to keep these men, they must pay better salaries.
- Patrol should have more say in a lot of decisions that they aren't now. When a survey is sent out, what the majority of the people want should be implemented if feasible.
- More money to precinct for special projects whether vice or planned patrol. Once the grant is gone for rental vehicles we are back to being show cars to public. We look good but we're not functional.
- I'd like to see the shift hours changed on relief shifts.
- Eliminate platoon system, better pay, have a sit down talk of patrolmen and Sergeants reference their effect of decisions on precinct policy-making.
- Be more receptive to changes needed in today's police department.
- I am only familiar with the 3rd but it appears that the older supervisors are pushed aside for the younger Sergeants, instead of drawing on the older, experienced officers. The younger Sergeants have the run of the precinct and all changes.
- A more open-minded approach to up-to-date ideas by the administration.
- Increased pay and benefits, more training, better equipment.
- Like any other job, more money in this economy today. Having my own car has proven to be a savings to city.
- I think this department should take a closer look at the new platoon system which is putting a strain on the marriages of most officers.
- Priorities directed towards citizen/police/government advocated. More training of Uniform Division at all levels in crime prevention techniques. Better training for investigative services with respect to investigators, specific job description, i.e., ICAP, sex and homicide schools. Replace incompetent bureau heads with more qualified officers even if a promotion is not included. A strong and objective investigation into existing training procedures and determine if the best instruction for our department is realized at the present situation.
- Suggest City Council gives us pay raise, lower eligibility in time in department to get in Detective Bureau. Ease off on hair, dress code. Endorse the idea of cars being assigned to patrolmen like spot. Eliminate platoon system.

- I have the impression that a few of the supervisors at my precinct, including the Captain, have the idea that being a supervisor means seeing how many officers can be caught violating a department's regulations. I am human, and if checked on constantly I will break a regulation. I would hope that my past record would have a bearing on the punishment but it does not appear that it does. The present administration at my precinct gives me the impression that for the last 6 years the previous administrators did not know how to run a precinct and we have all been doing a poor job. I always believed in the past that I worked with the administration, now I work "for" the administration at the precinct. My answers to questions 8 and 20 have changed from last survey, and I am sorry it has.
- Redefine the definition of the role of patrol in follow-up investigations. Make better use of the master police officer position as an alternate career path.
- Attitude change on upper levels. Place police work into a realistic perspective. If you treat grown men like runny nosed children, you decrease morale and that's what you get. Stop nit-picking little problems in this department, before they are turned into major crises. Police officers are only human, to my knowledge none of my fellow officers wear red "s" on their chest or have a Godly glow. We make mistakes, and most of us realize them, but the supervisors belittle and ridicule us. Major mistakes should and need to be dealt with, but to question and interrogate on minor, dumb mistakes that a person no matter how perfect could make. The department should restructure its patrol tactics. If the brass doesn't realize the steps that should have been taken and continue to be ignored to be taken, we will soon be attending funerals for officers. I DON'T WANT THIS.
- Improve training for supervisors. They need it. Expand on the training for all. See if police can get better pay.
- Flexibility to suggested changes or improvements. Energy reservation. Better working hours. Pay difference.
- Strive for better pay for officers, this will keep good officers who are leaving and help recruit better personnel. Continue ICAP. This department should develop better coordination of investigations which overlap in other cities with their departments.
- Changes should not be made for the sake of change. Specific problems must be clearly defined and a determination of its seriousness and consequences. Appropriate alternatives should be addressed. This question assumes that changes are needed and is not fair. I feel that changes are properly addressed within the department and that planning is occurring to address changes with time.
- Although not specifically part of the questionnaire, the movement of initiative operations - vice, intelligence, narcotics - should be undertaken. This, as in area departments, should be a separate function or bureau, and should not be integrated into the Investigative Division.

- The department should hire more personnel to make this ICAP program work.
- Twenty year retirement; increased pay; specify Lieutenants' duties, i.e., they interfere with the shifts too much. They give conflicting orders.
- I feel there should be a new precinct established in the Kempville area, which would allow a better coverage of that fast growing area of the city. Reestablish effective helicopter patrol with sufficient manpower and equipment.
- A new administration with more progressive ideas regarding the main functions of police work. A greater emphasis on an individual's particular worth to the department.
- Bring in a Chief who can run a major city police department. Give patrolmen more say in decision making. We have little now. Make precinct commanders more accountable to the men for their decisions. Get rid of platoon system - too inflexible, I rarely see anyone in precinct but the 10 men I work with. Allow those who desire to work permanent shifts the opportunity to do so. Allow more rigid enforcement of laws by patrolmen, try to get away from pansy public relations activities. Department supervisors need to support patrolmen more and not be so timid and afraid to offend any member of the public. Quit making uniformed patrol do the work of spot second detective bureau unless we get paid a salary commensurate with theirs. Most importantly though, bring in a Chief who can get the morale level back up. The 3rd precinct morale has plummeted in last six months and is getting worse daily. Hire more men - we are growing too fast as a city.
- Eliminate Spot Bureau, reassign and/or demote Majors, positive stance on duties of the MPO.
- Shift training opportunity from the Detective Bureau and Spot Bureau to precinct personnel. ICAP has shifted the responsibility of the platoons to a 24 hour a day, 7 days a week to the Lieutenants. A precinct Lieutenant should be given a car and a pager.
- Take another look at some supervisors. Get a set procedure for this new ICAP paperwork and stick to it.
- The system of keeping track of arrests, summons, other paperwork, etc. at 3rd precinct should be done away with. This system indirectly produces competition among officers and screws the citizens more often where a warning might suffice or the situation might have been handled better by officer's personal handling. Also the system provides less autonomy and therefore less self worth for the officer on the job.
- Be willing to change when needed, be more liberal with the officers and their ideas for change have more special schools that officers can attend.

- Not permit communications to run the police department. Change MPO to a Corporal rank. Increase the pay. Do away with the 5 squad system, and go back to 4 squad system. Do away with internal affairs.
- Reevaluate pay.
- Pay raise most important to cope with 13% inflation rate. Need advice concerning equipment purchases such as in the case of the cost differences in the police cars.
- Get rid of the Chief! Get rid of Captain , and Sergeant
- Become more aware of the human element in the department, delete the 5 platoon system; introduction of more day shifts, for the year, pay raise to equal our counterparts in the north, resolve problems with the communications department.
- Revamp the scheduling programs. Allow the street officers to have a better say in the department. Change the higher levels of command - get rid of or hide the useless Majors and etc.
- Let the person set the trend to fit the department rather than the department setting it. I feel the department shoots too high and then is disappointed when we can't meet it.
- Get rid of Major . Get rid of Major . Get rid of Captain . Get rid of Chief Davis. Bring in an experienced, educated, qualified man for Chief. Change the promotional system so that personalities do not determine whether or not you get promoted. Replace the radio room with sworn police officers who are more sensitive and familiar with what goes on out in the street.
- Make a study of how the MDT system dispatch or Communication Division effects the officer on the street. We need better pay. Study the MPO program.
- Get rid of from the 3rd precinct. Also Sergeant . These two men do not know or have the qualities to be supervisors. Only qualities they have is causing hardships on others. These are not the only supervisors who cause trouble for the patrolmen. To sum the whole matter up, the CO and the rest of his administration at the 3rd make me feel like the 3rd precinct was run completely wrong for the past years I've been here. Now they want to make a big change at our expense.
- Maybe paying us a decent salary instead of chicken --.
- Radio room needs to be straightened out; need new Chief; Majors need to retire; need Corporal rank; need more money.
- Become more aware of the uniform officers' needs. We are low man on the pole and when anything falls it falls on us.

- Salary increases or extra pay for carrying off duty weapons.
- Recognize a Master's degree and not do away with incentive pay.
- Better structure of the supervisor position - in how it's used and attained.
- Abandon ICAP; get better equipment; go back to the old shifts.
- ICAP should be allowed to progress without interference. The precincts are keeping men on the night shifts far too long. It should be corrected for family considerations. The hours of the relief shifts are horrendous and are physically detrimental to the men.
- The upper ranks of our department need a shake up and get some new modern police personnel in it. The Chief and Majors have been in control too long and are stagnant in their thinking and the men's morale is low because of it. Also, higher pay to meet inflation, 18% or better. Better retirement system. More police personnel. We are understaffed for the population and size of our city. Two man patrol units in primary areas.
- More open to change and set priorities on what types of crime should be put first - crimes that create other crimes.
- More communication between patrol and higher supervision. Better equipment; improvement on the master police officer program.
- Dispatcher's training someone in a room telling me what to do even though they cannot see what's going on - fight, etc. I would like to feel as if I was needed instead of hearing "We have a body to replace you."
- Do away with the platoon system as it now stands. Permanent shifts should be considered.
- Put a check on new Sergeants going to precincts. They create a very bad morale within the precinct they are assigned to.
- Leave K-9 out of the walking beat for the summer.
- Every officer should be sent to a school that deals with the ICAP program. Most including myself still do not understand the functions and purposes of ICAP. Surry officers have been sent to schools before implementing ICAP.
- Work more as a unit rather than everyone covering his -- all the time.
- Better retirement; better pay; rights to arbitrations.
- Master police officer should be 4 years Sergeant 6 years.

- Get someone in control who will back his men all the way; fight for more money, benefits and security; put the radio room in its place. Take this authority from them that lets them do anything they wish with us. Get enough manpower, where we can take much deserved leave time, occurred comp. time. Implement a night differential pay program. Implement an evaluation system, that can totally evaluate the personnel. Some of the laziest men are getting appointed jobs that they don't deserve. Get a more detailed training system, schools, and let all the men, not just the supervisor's favorites, go to them. Make it mandatory to qualify with weapons, every three months. Make a self evaluation system, where all employees need to get a physical and are required to get in a decent shape if doctor finds them over weight, etc. The department keeps insisting that we are one of the most modern, if not the modernest department on the east coast. It's time they got rid of the old guys in the administration and implement a new, young system.
- Make us more professional and stop worrying about the public image. Revamp the rotation system. Too many night shifts. Give us some in service training. Give the patrolman a little recognition. Put police officers in radio room so they can relate a situation to the cop answering the call.
- Give patrol its due status. We on uniformed patrol are treated with very little respect for the amount and quality of work. We are the backbone of police work.
- Find out what the patrol force wants as far as scheduling, shifts, time off for college, part-time jobs, etc. Get men in each precinct to draft a workable program and then do it that way. The men know what they want and if they can make it work why not do it? Also, increase pay by at least \$500 a year.
- First they should increase pay. Then do away with the old things, such as when one man messes up, everybody pays - that's wrong. Redo the platoon system with the patrolman. Do away with college degrees to be able to make ranks.
- More police training schools. Better pay. Better equipment.
- Better schooling for tactical squads such as surveillance, stake outs, etc.
- Review policies in regard to operation of the communications system, especially in regard to request for services made by street officers.
- Salary increase; permanent shifts; issue each police officer own vehicle.
- Give the personnel more say in new department policies and decisions.
- More vehicles; seek to build morale; common goals for all.

- Be very selective in hiring a new Chief. Attempt to upgrade pay and benefits. Better training for uniformed officers in ICAP. More police schools. Better police equipment.
- I feel that if people were treated a little better they would respond to the job better. Just this one point would make job much nicer.
- Clean house in management and get more up-to-date, modern, younger, more responsible to change management. Get management with a backbone instead of kissing up to the city management.
- Return to 4 platoon system. Fire Chief. Fire Major . Have the radio room, Communications Division, become what it was intended to be, i.e., a support service and not an additional set of supervisors.
- Fire or retire Major . Restructure Communications Division - sworn officers should be transferred in as supervisors. Obtain proper type and amount of equipment.
- Try to improve the status of the patrolmen.
- They ought to do away with ICAP. Get supervisors off all officers' backs.
- Reevaluate job performance of Va. Beach Police Department and pay with other departments in the nation. Changes in public relations, more openness of supervision and patrol.
- ICAP information accessibility; morale; clique groups that picked the Captain; equipment; precinct policy.
- Upgrade equipment being used. Change the Chief of Police and the higher administration, bring in a younger, more modern and up-to-date Chief with no political ties in this area. Institute changes in type of calls dispatched and the way they are dispatched. Possibly putting a policeman in charge as communications supervisor. Upgrade the position of police officer as a higher paying position. Hire more and better qualified men. Get more feedback from the men in policymaking and enforcing. Acquire one or two more radio frequencies.
- Upgrade image of street patrol officer. The department should recognize the importance of the patrol officer and not lavish praise on the Spot and Detective Bureaus.
- Better, more equitable pay for officers - study each individual position as recommended by Cresap, McCormich and Paget, Inc. Study of constructing career paths for officers throughout department.
- More training.

- Change MPO to corporal rank. Improve walkie-talkies. Greatly improve K-9 training. Handle the resort strip without depleting the rest of the city including not using K-9 without their dogs.
- Work out a better shift for Rel-1 Platoon. Work days off better so we will not have to work from 7-9 days in a row in almost all platoons at shift change. Compensate uniform patrol for investigating as well as other functions they do.
- Initiate intelligence gathering units. Pressure the courts for more positive action. Raise pay. Develop system of centralized information bank for arrests, field interviews, etc. Establish crime analysis unit in Investigative Division.
- New type of scheduling, patrolmen need and want to attend college but some can't. New Chief - someone more open-minded and aware of patrolmen's wants. Current Chief seems to me afraid to "make waves."
- The department has to start realizing that essential personnel is the patrolman and first line supervisors and they should be treated as essential and not readily disposable. Cut down on paper game and start fighting crime.
- Should increase emphasis on the Uniformed Division as the workings of our power shifts seem to be showing that the uniform officer can accept the same responsibility and do the same quality of work as the other divisions.
- Check out Portsmouth's 4-2 schedule.
- Should actually change attitudes towards patrol - not merely give lip service.
- They should go to two man cars in certain areas of the city, especially during the summer months.
- Do away with MPO and make a Corporal rank.
- Better pay.
- That they may assign a magistrate and a person to process someone 24 hours a day at each precinct.
- Have better communications between the dispatchers and police officers; get rid of Major
- Work on getting better pay. This is a large factor as to why so many people leave this department, after picking up a few years of experience. Work on getting some supervision on the judges we must deal with.
- No. 1 is to get the pay on this job so you can live on it without working three jobs. If I didn't have my other two jobs I could pay more attention to this one which is my number one.

- Realization of problems on the street that certain crimes do exist.
- Better training for dispatchers for classification of reports.
- Getting the point across to the administrative personnel that, even though we are only patrolmen, we do have a fairly high level of experience in the job.
- Communication can improve when everyone from patrolmen to Chief get off their stand and come down to listen to problems we have. Listening has to be the hardest thing for most supervisors in the department.
- Communication between the patrolman and the Sergeant are the best, at the present. If the higher-ups would let patrolmen and Sergeants do their jobs, communication would be no problem.
- By supervisors, immediate and higher-up actually listening to subordinate complaints, suggestions, etc., and then taking positive steps to improve the situation instead of shoving it under the rug and hoping it will go away.
- Get a new Chief who is open for change. Get new Majors who are open for change. Have dispatchers work for police, not police work for dispatchers.
- A more open-minded approach to problems and ideas of the street personnel by the administrators.
- Patrolmen should be heard out by the entire chain of command. If the Sergeant disagrees with you now, the Lieutenant never hears your point of view.
- Information, as trivial as it may seem, should be put out to everyone. In radio at shift change, it seems that dispatchers just get up from their seats and walk out without relaying information to incoming shift.
- By having the Captain of this precinct, and the Major of Uniform Division listen to the problems and complaints of the patrol officers.
- The pinnacle of the hierarchy needs to be replaced with an educated, objective and unbiased group of men/women. These individuals must possess management as well as leadership attributes.
- We should be told of new ideas in department policy.
- Group meetings/hash sessions. Bulletin pointing out ideas under construction.
- The Sergeant will give out information late or of his own view point. Things seem to get changed by the time it leaves the top until it gets to the bottom.

- Cut down on expenses by making sure officer doesn't show up for court to find the case has been continued or settled. Do away with promotion board. Allot more supervisory positions. Cut down on paperwork. Allow officers to take cars home like other city employees. Complaints on officers should be signed before any action is taken.
- Complete change at the administrative level. Better training. Drop out of TPA and initiate a department academy. Reevaluate qualifications for applicants, considerably improve morale.
- Upper administration.
- Try and relieve some paperwork.
- Decrease the influence of communications division over patrol functions such as assignments of manpower. Communications should be an assist to patrol rather than the other way around. Stop making the officers the scapegoat for communications and the courts. Examples: the tow data nastygrams sent out by communications. The burden always falling on the officer and police department to do the work of the court clerks such as court continuances and as of July 1 entering all traffic summons in tracer.
- Start looking for a good Chief to replace Davis. Revamp internal affairs procedures such as requiring polygraphs for any citizen making formal complaint. Requiring psychological tests for recruits.
- More training in every area.
- Get rid of the platoon system as it stands now. It needs to be revised to the liking of the patrolman, not the Major. We need more personnel and better pay. If we were payed properly there wouldn't be so many resignations and we would have enough people.
- Get better equipment; change the present system of 5 platoons back to 4. It is a little too physically demanding. Let patrol officers have a say on their days off.
- Change this ICAP program. The gathering of information for each zone is great, but there is not enough time on street to work with any of it hardly.
- Better pay and benefits to retrain younger men.
- Fire Major and . Use Major ' abilities as a manager in an area other than services. Make some hard and pat rules on the use of MPOs or do away with it.
- Better supervision of communications. More specialized schools.
- We are tops now and change for change's sake does not seem prudent.

- Get a new administration.
- A restructuring of the upper echelon command. A better system for internal affairs so they will only investigate formal signed complaints against officers. A pay increase of at least 15% to bring the pay standard up to the cost of living jump.
- Bring everyone up to MPO pay level and implement Corporal rank with three years in department and provide written exam and review board.
- Promotional procedures should be changed to allow for more emphasis on job performance. The Chief of Police should retire to allow for more progressive management.
- Need more day shifts and less nights. Need to say thank you in a positive way for a good job, not just in words.
- Too many committees, dissolve some. Attempting too many changes - slow down. Improve our conditions already existing. Better equipment for all and not just for select groups. More training and training expenses made available.
- Cooperation, coordination - inputs to be more comparative to outputs; define, direct, conduct the scope of activities for ICAP crime analysis coordinator so that areas of duplication of effort with outer units is eliminated.
- Change the idiots and their commanding officer in the radio room. Let the uniformed men be aggressive and use up-to-date ideas in fighting crime.
- More pay to compensate for cost of living.
- More cooperation.
- Retirement or replacement of Chief, Major , Major , replaced by new progressive Chief and administration. Complete revision of MPO program. Major changes in Detective Bureau organization.
- Make more Sergeants and create a Corporal level; issue cars to all officers, get a 8% pay increase; don't treat spot personnel as extra precinct units.
- Our department suffers from a classic problem. The Chief, Majors and Captain are so far removed from the street life of a patrolman that they rule in absentia. The administration looks at patrolmen as a source of trouble.
- They should make an all out attempt in allowing new ideas to be tried. Do review intelligence work, vice, instead of saying we don't have any.

- Upgrade pay before it starts losing good officers. Make P.O. an influence in policy changes in department.
- Have a system that if a problem exists, the Sergeant would have to take a position pro or con and support the position, all the way through the Major rank - then the Chief could make a decision if changes was needed - as it is now if the Major doesn't try to change something the Chief doesn't know the problem exists.
- More training.
- Better communications, more vehicles.
- Better communications between the officers on the street and the ones behind the desks. More pay. Control the radio room and have them recognize our position on the street. Change the platoon system back to the way everyone was satisfied with before.
- New weapons, more men, higher pay, intermediate rank such as Corporal, between Sergeant and patrol. Two men units, more unmarked patrol cars, radar at the precinct level and K-9 patrol at precinct level.
- Better pay, more democratic decisions.
- New uniforms, new equipment, new zones mapped out.
- Get a new Chief who will support his officers!
- Get rid of _____ and _____. Purchase a higher quality automobile. Let middle and lower level management operate without the constant restrictions doing things differently than they did 20 years ago - catch up with the 1980s. Do away with Management by crisis, learn to think and see what's going on so we can more effectively address the problems. Up manpower.
- Bring the Detective Bureau closer to the precinct members.
- Personal contact with working echelon. More recognition of good work. More positive response to criticism of other sections and feedback on action taken or not.
- They should set priority on investigative services. Especially in the area of vice, narcotics and intelligence.
- Better pay, better equipment, hire more officers.
- Delete 5 platoon system; drastic changes needed in operation of communications section. Must improve relations between radio room and Uniformed Division.
- Better pay, benefits in regards to paying of some benefits.

- Revise the scheduling of personnel so more people are satisfied with it. At present the majority of the department, at least uniform, hate the current schedule. It is almost impossible to attend school or work part-time, which because of pay is almost a necessity if we want to get ahead.
- Be willing to get rid of some old style ideas. There are those in the higher echelon who are living in the past and refuse to change. Morale is very low because of a few individuals.
- More flexibility for commanding officers in handling his precinct and the matters pertaining thereto. Such as scheduling of shifts, manpower, assignments, etc.
- We cannot properly maintain a happy and sound family life working 90% evening hours. The platoon system is fine but should be revised somewhat. I feel that the Captain should hold a precinct meeting once every two months to hear what we the patrol officers have on our minds. The Captain holds staff meetings with the supervisors but in two years I've never seen one with the men who do the work.
- Higher ranked people should try to get new Sergeants to be more human and not try to set the world on fire with diotic ideas.
- More job recognition. More pay, to attempt to keep up with the cost of living. Pickup cleaning bills for uniforms. More training as platoon such as firearms, etc.
- I feel supervision should be improved. The most important changes should be in the radio room.
- Other than a new Chief and a few Majors that are familiar with street work, the department is almost fairly straight.
- Need a fresh, new Chief and Majors that have open minds. A new Chief should be taken from outside of the department.
- I intend to make several changes to comply with new concepts in MCL such as tracking case status, managing time, and others.
- Supervisors should exercise greater leadership abilities and direction to subordinates; willing to express their convictions and support them before their subordinates.
- Communication improvement, more specialized schools, more vehicles for investigation Division.
- More training in investigative techniques, report writing, recognition of evidence, crime scene search.

- I strongly feel that this department's problems lie with the Chief and three of his Majors. I feel that the department has passed them by and in their attempts to stay on top they have and continue to ruin this police department. I feel we need about a 20% pay increase and several changes in the equipment policies. New radios and new cars.
- Improve communications among uniform officers by improving training. Decrease "picky" paperwork - comp. time sheets for individual cases assigned which make the man work overtime. Cut down on the number of forms used in the department. Provide more training at the precinct level. Provide a back up of weapons for the safety of the men. Increase cooperation between immediate supervisors and officers in planning patrol techniques. Decrease the weight officers evaluation based on paperwork, particularly the 3rd precinct.
- Upgrade pay.
- Improve morale; institute job performance into promotional policy, settle detective law suit, work out MPO problem.
- Return to 4 platoons, use the MPOs as a type of supervisor. Completely retrain the Communications Division starting with the Major. On certain calls radio room needs to refuse to send out an officer and handle it over the phone. Force the Major of Uniformed Division to retire or change his outlook. Apparently the two Majors listed above have no concept of the changing times or of priorities. We need more roll call training but somehow the Communications Division had made a rule of a 15 minute muster. In fact they run this department. I understand that when new people are hired they are told that the people on the street work for them.
- Do away with the 5 platoon system. Increase pay 20%. Dissolve spot bureau with a few minor exceptions. Allow police officers to run the patrol and not the Communications Division. Develop a realistic system for processing prisoners at headquarters.
- Go back to 3 shifts; completely change personnel in the radio room. Put people down there who know what's going on in the street.
- The Major in charge of communication has too much authority over the rest of the department. The uniform Major always backs him up.
- Department should get more radios for every officer. The officers cleaning bill for uniforms should be picked up by the city.
- More frequent mandatory range qualifications. Give more schools on how to conduct investigations. All officers to attend officer survival. More self defense training. Seek help to replace lower court judges.
- Listen more to patrol officers' ideas. Supervisors seem to think it is a sign of weakness to listen to and discuss patrol officers' ideas.

- Higher pay; more specialized training to all officers, not just a select few; have the radio room keep their nose out of patrol operations; have radio room assist the officer more.
- Do away with ICAP. Run each precinct the way Captain did. Staff supervisors not well enough informed as to our work load and problems on the street. Our best supervisors are the street Sergeants who do not deal in statistics. They work with human nature and are better managers.
- Fire the Chief, and Major and all one-way supervisors. Listen to a patrol officer's suggestion for a change because he is affected by all decisions.
- Better pay, new equipment.
- Give more recognition to the uniform officers and let them do their jobs. But to do this more men are needed.
- Better equipment; uniforms; cars.
- Support and implement the ICAP concept. Further rotation of field commanders.
- Develop a physical training program, have twice yearly test. Training every six months such as investigative, firearms, criminal law. Get rid of MPO, make Corporals.
- Increase discipline and stop being so wishy-washy in setting and enforcing standards. Make rules to run department, let them apply equally, and enforce them.
- To be aware how fast this city is growing. To look ahead and plan, not waiting until the problem has surfaced.
- Get rid of the 5 squads, go back to 4.
- Become more selective in the selection of supervisors. If the Chief retires, find a new one who is interested in crime prevention, control, and arrests, not public relations.
- Get rid of all deadwood supervisors, more pay. Come up-to-date with the times.
- Provide better pay, remain open for change and reaching solutions for change, provide a sufficient number of vehicles for the Investigative Division.
- Promotion system should be improved. After initial promotions have been made - July - the list is seldom used even when new positions become available. Selection review board plays on personalities instead of performance during interview.

- Do away with present schedule, put more patrol officers on the street, more money for plainclothes personnel. More plainclothes personnel. FPTs should be screened better. MPOs should really be screened better.
- Inform us of changes and what's going on.
- Make all supervisors take a GED test; hire a police Chief willing to stand up to the city manager; retire three Majors, one Captain, a few Lieutenants and several Sergeants.
- More training; listen to the people who are doing the work; revamp the promotion system.
- A new Chief that looks out for the men; three new Majors that have road experience; quit spending money on needless items such as remote control mirrors for police cars.
- The main change should be in the scheduling and away from the platoon system. The department should go back to the old scheduling or set, locked shifts.
- Increase patrol personnel in order to increase involvement.
- Publicize ICAP and its results more; increase training - both general and specific; more recognition of patrol officers; increase pay and differentiate between ranks.
- More pay; better training for ICAP; take some of the radio room's authority away. They think they run the police department and do most of the time.
- Don't need Major in communications; don't let communications run the department; let officers and all upper brass have monthly meetings to get various things off their chest and point out new things we would like.
- Some type of change involving the rearranging of us, as line officers, being totally involved in some felony cases must be instituted. We just don't have the time or knowledge of all street offenders like Detective Bureau.
- Detailed training in ICAP; extensive first aid training; more public service such as security checks for home and business on formal scale.
- Eliminate platoon system - too much night work.
- Better pay and recognition for patrolmen.
- Pay raise not of considerable amount; night pay for working nights; a look at our 5 platoon system; overall look at the ICAP program; equipment suitable to the times; recruit more manpower instead of auxiliary.

- Do away with platoon system. Get higher pay - 20-25% increase; replace Chief with intelligent, tactful person educated in the law enforcement field and also personnel management; build a 4th precinct in Kempsville area.
- Change the platoon system in order to go to school and spend more time with my wife. Better equipment and hire more personnel to cover areas. Too much area to cover for one man unit.
- Change in the upper echelon - get rid of the old timers. Ask uniform and other divisions their opinions and if the majority agree, implement them. Let more officers in patrol attend more specialized schools since we are doing more investigation.
- Allow platoon to change shifts again, enabling us to go back to school without interruptions. Evaluate us separately from other city departments.
- More pay; better equipment; different work schedules; revise reports and paperwork process.
- I don't think all cases should be worked by patrolmen or ICAPed like they are doing - too much burden. More communication between various inner departments; more pay for all personnel instead of just few. Change promotion policy since time to go to college has been drastically limited due to fixed schedules.
- Incorporate a physical fitness program that the department will back. Get rid of the outdated PPC pistol course and adopt a good combat course - realistic combat course.
- Move the command officers; retire Major and Chief; hire an administrator; take a survey on scheduling.
- Do away with platoons; allow precinct commanders more flexibility.
- Abolish the Peter Principle upstairs and equip the department with new young blood that gets things done and knows their department on a man to man basis. Get rid of all inept supervisors except a few Sergeants.
- Get rid of ICAP and let the uniformed officer do the street work that he is trained for.
- Get supervisors who can supervise men. The ones we have now could care less about the men under them.
- Go back to regular shift hours. Give better studying arrangements. Have a magistrate in the headquarters building at all times.
- 30A was much worse because of the platoon system. It makes going to college impossible, therefore making the bettering of one's self almost nonexistent. Disturbs family life more, and as I understand causes one platoon to try and cut the throat of the other.
- Do away with funeral escort duties.

- Employ more qualified officers and pay them a decent livable wage so they will stay on. Get rid of those so-called police officers who are not Lieutenants and are being paid good money to run an internal affairs department. Get a new Chief and Major who care about their officers and departments. Take on a union to align all the officers in the department towards the cause of attaining better benefits, 20 year retirement and better pay not to be comparable to a fire fighter. Straighten out problems with communications.
- Vehicles, service revolvers, uniforms, helicopters, shotguns, new leather gear, portable radio, need new equipment.
- Uniformed patrol should not be the lowest pay in the department. Detectives should not get extra pay.
- Try to get upper management out of their offices and learn what is going on.
- Higher command should listen to officers' gripes and suggestions more. The department needs to get away from public relations image. They seem more interested in the public feelings rather than our feelings. Should be major change in pay systems. We should be separated from other city workers in pay standards.
- Replace the Majors. They are unqualified, ignorant, and live in their own world; they solve morale problems by ignoring them. The only decision they make on a daily basis is do I smoke my cigarette before I drink my coffee? is incompetent. He nor the department sets any priorities. Take for example the narcotics/vice squad and intelligence. The detectives who work in these squads need a secure office to work out of. Major will not listen to our needs nor will he approach the Chief with any of our problems. He keeps the Chief in the dark about current investigations or problems in the Detective Bureau - sort of the mushroom philosophy. Move narcotics, vice, intelligence out of the bureau - have them work as special investigative unit under the Chief. The MPO system needs to be changed, detectives should be made equal to MPOs, or above them, or make MPO an L step only. The promotional system needs to be re-structured, with less points for college, job performance, and longevity at present positions should be considered higher. Increase years in grade for promotions - Sergeant, 6 years. Have detective Sergeants work cases, assume responsibility for working with the men on the street and not wasting 8 hours a day behind a desk drinking coffee. Develop a senior detective ranking for men who have been in the bureau for 5 or more years, more responsibility and authority. Keep this rank separate from MPO. Make the intelligence squad larger with men who have background in separate areas of investigations. One man with burglary experience, one with narcotics, one vice, one check squad, etc. Make a white collar crime strike force.
- Upgrades in pay; more specialized schools.

- I would have top management really give the precinct commanders the free hand in the operation of the precinct and its individual problems instead of running everything from the top. Nothing can be done at this time without permission first.
- Have booking officers in each precinct so wouldn't spend so much time with prisoners, change the relief shifts, especially relief one, have more schools offered for patrol officers.
- Go back to ICAP not being involved in burglaries until they learn how to investigate.
- Without a doubt it needs to get new equipment. The morale in my precinct used to be the highest of all precincts but since we have gotten a new Captain and some new Sergeants things have changed. The older Sergeants were better and got along well with the men but the younger ones and one in particular all they can do is find fault with us and just don't try to get along.
- The radio room.
- Carefully consider ideas from the lower ranks and maybe try them out to see if they work. Instead of just saying no and forgetting about them.
- Shifts, pay differences for different shifts, cooperation for officers going to school.
- There should be new guidelines for the operation of the communications department. Once policy has been set it should be left alone if possible. It seems we are always changing the way we are doing things.
- Redesign the present ICAP case assignment policies.
- Increased specialized as well as general training. Eliminate duplicated paperwork. Improve communication - radio, MDT - system. Include person - assault, misd/felony - crimes into ICAP.
- I feel that the patrol officers should have more of a say in the major decisions made by the city in reference to the police department. The need for more and better facilities should have a high priority on the list of the Chief, city manager, and city council. There needs to be more uniformity of police vehicles and better and more regular maintenance of police vehicles. The department needs to provide more and better equipment than they already do. There is also a great need for more schools to be offered to uniformed officers, to better enhance their overall productivity to the department.
- Get better pay and benefits; turn all of the warrants over to the warrant squad.

- I'd like to see more pay so there isn't such high turnover in personnel. I feel I don't know half the people I used to.
- Settle MPO issue.
- Increase pay, lax on hair cuts.
- New city manager - from outside; new Chief - from outside state; do away with Spot - Traffic Bureau - place traffic into precinct all one outfit. Install a want purpose need for officer to have pride in their work. More training.
- Get back to fighting crime and less repeated paperwork, too many people doing same thing.
- Make more schools available to patrol officers, attempt to improve the public's image of police officers and the job they perform, work harder to obtain the equipment asked for by patrol officers, change the retirement system and reduce the turnover rate by making the job more appealing.
- Continue training programs.
- Improvement between Communication Division and rest of the department. It appears that Communications Division has too much authority over street supervisors.
- Enable the precincts to decide individually what type of platoon system should be used. Decide on a permanent plan for the summer beats to eliminate the turmoil that ensures each year.
- First the department should change the platoon system. It is impossible for an officer to have a home life when he is expected to work for months of nights to one month of days.
- Work toward better pay to get quality officers. This department has lost a lot of good officers to better jobs. Instill more incentive and professionalism in the job, better longevity system so that officers continue to have an incentive in the future, mainly for officers who don't make rank, but will stay in the department. Use of psychological tests in hiring, be willing to try new ideas, and if they don't work accept the fact and try something else. Stop trying to run this department like it was run years ago. Hire enough officers to do the job for a city our size. This department is way under staffed.
- A better system of information in the car with picture of wanted people or suspected on sheet of stolen vehicles and better training with detectives.

- Revise the structure between communications and street personnel. Communication Department supervisors have a poor attitude of their place in the structure and towards street personnel. Internal affairs is too much of an "ivory tower." They are not up-to-date on the type of new personnel. They are of the old "county" mentality and we have virtually no on the job training after the academy, except every two years state requirements. A patrolman could be assigned in communications to help reduce calls being assigned to the street units. The department is too public relations minded and takes complaints too easily. The Captain of the precinct and higher ups should not be concerned with them except in serious cases. The immediate supervisors should be more powerful and discretionary rather than involving more street type chain of command.
- Suspicion and distrust of subordinates by some higher ranking officials is limiting and at times halting progress. There are greater gains to be had but the environment is at times not conducive to experimentation for purposes of discovering new ideas, new ways. If they could only recognize the value of trust and the enormous, unleashed talent in their human resources.

Verbatim Responses Made to Fixed Choice Questions

During the course of completing the questionnaire many officers felt it necessary to respond to or comment about specific fixed choice questions. For this reason we have included these responses in this section of the report.

- Q1. This Department is one of the best in the country.
- Some changes necessary in upper managements' ideas and priorities.
 - It could be a lot better if the department was willing to follow the times.
 - It could be with some changes.
- Q2. This department is open to suggestions for change.
- With this Police Department change means we are doing something wrong. We must justify any changes and people around here are hesitant to admit we need changes.
 - They're too set in old standards and ways.
- Q3. My immediate supervisor keeps pretty well informed about general problems in my area.
- As much as he can, he sometimes isn't informed.
 - Rarely.
- Q4. My salary has a direct influence on the quality of work I do.
- I believe this question can be answered only unknown.
 - It's hard to concentrate on work when you're worrying about VEPCO cutting power on your house.
 - If salary were high enough, I wouldn't have to work part time.
- Q5. I have no influence in deciding what changes are made in this department.
- We've signed petitions many times, trying to change things in the department. We do not know where they go.
- Q6. Command keeps us in the dark about things we ought to know.
- We are to act like robots, just do what we are told, and do not question anything.

- The upper echelon is too busy playing politics and making stupid policies that restrict officers. Explanations are given that make no sense. They just try to "pull the wool" over our eyes.
- Q7. Belonging to personal cliques or groups in the department gives you a better opportunity for advancement or a better job in the department.
- True, but not without a bad connotation; a better advantage if one was to work in several different areas over the years, to get to know more people.
 - To a point certain high personnel have an influence on promotions.
- Q8. I would always like to remain in police work.
- If the department doesn't change, they are surely going to have a high turnover soon.
- Q9. I am too bogged down with paper work to do an effective job.
- How does this question relate to administration? Not enough exactness to apply to administration.
 - The main reason I am unable to be as effective as I'd like to be is the poor quality of upper level management particularly on the major level (&). is a master of deceit who has constantly fought the ICAP program by not training communications people properly in the new concepts and by ham stringing 1st line supervisors to the point we are unable to be effective in the way we are allowed to manage the patrolman on the street. allows this to happen.
 - Paper work is extremely heavy at times. It should be cut down.
- Q10. My immediate supervisor is open to suggestions for change.
- The lieutenant is open to suggestions. The captain is not and neither is the major.
 - But will not advocate recommendations to his superior, Major .
 - His reply is usually that's the way things are, they come from the top.
 - The only one that is open is Sgt. .
- Q11. I don't receive enough recognition from the department for my work.
- Very little evaluation of how much work you do; most evaluation is if your paper work is filled out correctly -- not the substance.
 - What is enough? This is relative to an individual. Not a good question.

--Sometimes a word of approval can do wonders. You can be sure if we mess up a report, we will get something.

Q13. The department offers me the chance to improve and develop my own special skills and abilities.

--This Police Department is reluctant for someone to advance; they are scared he will take that knowledge elsewhere.

--The department couldn't care less about my development or abilities. There is no fair system for competing for specific job openings. If you don't work in the division where the opening is, you are not given consideration for the position regardless of your qualifications or abilities.

--The department isn't ready or willing to accept special skills.

--Example: Unable to attend school due to rotating shift--must use leave to attend some classes.

--Current way the schedule is made out, there is no way to go to school.

Q14. I don't have a real sense of accomplishment in my job.

--Every now and then when I feel I have helped a citizen in distress, I feel good.

--Sometimes you go on a case and a detective will take over and you never hear results. You feel you wasted your time.

--If any, it is self motivated.

Q15. My immediate supervisor and I do not understand each other's problems.

--My supervisor is a Sgt., who is between a rock and a hard spot, the worst position to be in. He can't have allegiance to patrolmen and administration.

--My answer would be different if I were working another shift--disagree.

Q16. I feel like I am getting ahead in the department.

--It's a long time before you are eligible for promotion of any sort.

Q17. My immediate supervisor is a good personnel manager.

--With the limited amount of leeway he is given, he does a rather good job.

--Not in all cases.

--My current supervisor and I are on good communications now.

--Handles me OK.

--Unable to get along at all with Sgt. . He seems to be on everybody's back in the platoon; not just mine.

--Agree. This answer pertains to Sgt. , as far as the other supervisors, they could care less.

Q18. I don't have enough time to deal with criminal activities.

--Taking vehicles to city garage, and other non-criminal chores takes a great deal of time.

--When dealing with an administrative job, this question has a different meaning and should be phrased differently with different answered responses.

--A lot of times you will be working on a possible suspect and then they give you a barking dog call and it blows the whole thing.

--Due to excess cases and too few officers.

--Agree. You have to spend your time worrying about the paper work.

--Too much time is spent answering unimportant calls that citizens could handle themselves with a little common sense, but communications take them anyway. Calls need to be screened better and some can be handled over the phone instead of sending an officer.

--Need more plain clothes units to concentrate on problem areas.

Q19. Violations of policy and/or procedure are dealt with in a fair manner.

--This place is so wishy-washy, it depends on who you are if you get reprimanded on paper or verbally on the side.

--The department very often goes over board over invalid complaints.

--Many complaints are incorrectly handled.

--It depends who you are as to your treatment.

Q20. I would decline an opportunity to change my present job for one of equal pay, security and status.

--Would decline work if it is not police work.

--I don't know of anything that pays less.

--If a good job with better hours and better chance for promotion

was available, I'd take it.

--Disagree. This is the first time in 17 years that I have felt this way about the job. It really makes you wonder if it is really worth the aggravation. It's to the point now, that the supervisors cause you more problems than the citizens.

--I would need more money and security.

Q21. Which of these statements best tells how you feel about your job.

--Satisfied -- However, I feel some changes could improve my feelings and if it wasn't for my immediate supervisor, I probably wouldn't feel this satisfied.

--Dissatisfied, under the present system.

--Neither. I was very satisfied when I first came here. Going down hill in last 2 years.

--Neither satisfied nor dissatisfied. Satisfied with the type of work. Dissatisfied with inability for change within the department.

Q23A. Is there a breakdown of communication in your chain of command.

--Especially from patrolman pertaining to the three new Sgts. at third precinct. They appear to want to run the precinct. They never give any consideration to the other two senior sgts. They have a direct influence on the Captain.

--No. They know how to pass the paper work along.

Q23B. In your personal experience, where in your chain of command does communication breakdown the most.

--Upper administration staff, they seem to fight any change unless they can have personal gain from it.

--The Chief and Major inform the Captains, but it does not get down to the patrolman. (Respondent is Management)

--Between the radio room and the officer on the street.

--We have a weak captain who is a nice guy but a lousy administrator who is completely controlled by majors who have no idea what they are doing.

--Communicating with immediate supervisors at this time is very good. When communication goes beyond patrolman to Sgt. to Sgt. to Lt., it is as if we weren't there at all.

--From my experience, the only chain of communication we have, is from the patrolman to Sgt. That is shakey at times.

--Major-Chief. No one on these levels ever speaks to me, except to say I've done something wrong. This level could care less if I quit tomorrow.

--From what I've seen in the past, either a Lt. doesn't listen to the Sgt. or a Capt. shoots down a suggestion from below.

--Information seems to go to the Lieutenant, but seems to stop there.

--Captain to Major is the major problem. Both are old timers, both hardheaded, and both reluctant to change. The Captain who is this way also causes a breakdown between Lieutenant-Captain.

--This may be an isolated incident associated only with K-9 sergeant. With the breakdown being associated with patrolman to sergeant, I do not have the opportunity to see if the rest of the chain of command works.

Q23C. In my experience, communication breaks down:

--Occurs higher up.

--I never have a communication problem with my immediate supervisor, which is my sergeant.

--The lieutenant is aware of the problems but like me is unable to do a damn thing about it.

--Not here! When immediate supervisor goes up the chain of command.

--No problem with my immediate supervisor, Sgt.

--I have no problems with my immediate supervisor. It is the Lt. and above where the problems lie.

--There is no breakdown in communication between my immediate supervisor and myself. The problem arises when my Sgt. takes patrolman problems to a captain.

Q25. Generally speaking, what do you think is the effect of ICAP on the Virginia Beach Police Department.

--Management is not ready for it!

--Mostly because of scheduling. Slightly Negative.

--Because the department is instituting policies and blaming it on ICAP when ICAP is not to blame.

Q28A. Relations with immediate supervisor.

--Much worse. This answer does not apply to Sgt.

Q28B. Communications with officers in other divisions.

--Almost none at all.

--Because of platoon system, it is much better.

Q28C. Influence on department decisions.

--We don't get to decide. The same as usual.

--Patrolman have no say.

Q28D. Relations with command.

--Very little change, basically superficial.

--Still no relation.

Q28F. Operation of dispatch system.

--Very poor -- too much personal feeling between dispatcher and patrol -- mostly hateful and loathing.

--They have this urge to control our every moment.

--Much worse, if that's possible.

--Still needs much improvement.

--Lousy.

Q28H. Understanding of the people in the community.

--We have gotten to deal with the public a little more. We are getting a better scope on different problems.

--This wouldn't change, police work is police work!!

--Platoon system has caused this.

Q28I. General training provided.

--Poor -- only training is paperwork. Overall, my Sgt. tries his best to advise us of police techniques, but mostly the training process is poor.

--It's still very minimum and varied.

--Need more information passed on other officer's cases.

--Not enough in relationship to crime prevention.

--They train us on the procedures and then change it.

--This hasn't changed, they still undertrain us.

--Somewhat better. This is a result of our Sgt. doing it behind the Captain's back. The Captain has a very negative attitude toward extra training when we do it on department time.

Q28J. Specialized training provided.

--Haven't seen any.

--Started to improve and then city stated they ran out of funds.

--K-9 training is totally inadequate. Tact team training has improved.

--None available.

--Somewhat better.

Q28K. Communications with officers in other divisions.

--None.

Q28L. Use of crime data in everyday decision-making.

--Better formula of use of men by Sgt. since we now have an idea where things are happening instead of hit and miss.

--The data is helpful but you are not allowed to address the problems because of being constantly ham strung by restrictions placed in effect by either or or the Captain.

--There is more data available now.

--Not used.

--Higher supervisors against plain clothes units for special problems.

Q30. How would you compare uniform patrol duty with other assignments in the department.

--Unable to compare, lack knowledge of other bureaus.

--Uniform patrol has much less work and responsibility (respondent is detective).

--SPOT duty best; precinct duty very bad, detective OK (respondent uniformed patrol).

--The uniform officers do the paper work.

- Lowest on the totem pole.
- Uniform division is the most all-encompassing, probably most difficult as well as most dangerous.
- Stinks! Because of the lousy management.
- They don't know we are here.
- Unknown. However, there is more than enough paper work.
- It can get very boring and mundane. It is looked upon as inferior.
- No opportunity to do specialized work unless you are lucky enough to get into the one and only 130 unit.
- I prefer patrol and I have worked them all.
- Uniform patrol seems to catch all the details no one else will do. If any inconvenience is to be created, uniform will get it (respondent uniformed patrol).

Q33. During the past year a member of the ICAP Steering Committee has passed on information to me regarding changes being considered unknown times.

--Not as many times as I have received information by word of mouth; rumor.

Q34. During the past year I have approached a member of the ICAP Steering Committee about 0 times.

--ICAP is over-stepping their bounds. The ICAP Steering Committee is a joke. Problems with the M.P.O. system, weapons, vehicles, detectives; the department asks for solutions to problems, then solves these problems their own way without the committee's recommendation. ICAP is designed for criminal apprehension, not solving personal problems within the System or Department.

--Recent changes have brought me closer to the ICAP operation and I have experienced frustration with obtaining information.

--I have heard of the committee, but I am not sure what they are doing.

--Don't know who they are.

--I work straight nights. Do not get chance to see dayshift people.

Comments

--I have been a patrolman for the Department for a number of years, and have never seen morale at the 3rd precinct so low. I have been assigned to this precinct my entire tour and in the past this precinct has been recognized as the best and most professional in handling the job. But in the months since Captain [redacted] took over, it has been downhill. The man is not qualified to lead men. The only thing he knows is to discipline men for petty, trumped-up charges. My immediate supervisor, Sgt. [redacted], is the poorest excuse for a sgt. that I have had the misfortune of working under. He doesn't know how to communicate, mainly because he has a closed mind. All he knows to do is to harass and trump up violations instead of letting his men do their job.

--This precinct, which was considered the best last year, has become one of the worst precincts in the Department. The patrol officer has no room for suggestions, and the personal conduct reports written on officers has increased greatly. Officers are written up for minor details, while a sergeant at this precinct can break a state law and nothing is said. Some of the officers are so paranoid about going to work because their sergeant follows them around to see what they are doing. This precinct definitely needs to be looked upon as the one with the lowest moral.

--I sure hope that this survey will do some good and have some of the upstairs people to come down off of the pearly mountain tops and associate with us common folk.

--The five platoon system stinks. It seems like management would realize your body can't function properly with the mixed up shift change we have now. We now have the problems with scheduling personnel. The obligation is like school. Communications should be re-arranged. It is a bunch of bull when a bunch of young, inexperienced women who know nothing of police work dictate policy and run patrol officers.

--The term immediate supervisor. You should let the individual know at the beginning whether it is referring to supervision overall. The problems occur when answering a question regarding a supervisor like Sgt. We have five in this section, some good and some bad.

X. APPENDICES

APPENDIX A

POLICE OFFICER SURVEY, APRIL 1979



Institute of Urban Studies and Public Administration

804-489-6514 • FAX 804-3508

VIRGINIA BEACH POLICE DEPARTMENT
PATROL OFFICERS' SURVEY

General Instructions

As part of the ICAP Grant we are interested in finding out what police officers think about various aspects of their job. The individual questionnaires will in no way, shape, or form be made available to anyone. Only overall results will be reported in statistical form. It is of no importance to know your personal identity. Your honest and sincere answers will be appreciated. Please take the time to answer the questions thoughtfully and accurately. This questionnaire will be distributed again in the future to help measure changes in your opinion.

Wolfgang Pindur
Wolfgang Pindur, Ph.D.
Principal Evaluator

The following questions are designed to measure your opinion about many different aspects of police work. There are no right or wrong answers. Indicate how much you personally agree or disagree with each statement by circling the response which best represents how you feel about it.

CARD #1

1. This department is one of the best in the country.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

2. This department is open to suggestions for change.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

3. My immediate supervisor keeps pretty well informed about general problems in my area.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

4. Closer communication between detectives and patrol officers in this department would significantly improve police services.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

5. I have confidence that the command staff picks the most qualified person for the best job.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

6. Information provided by planning and analysis has been helpful to me in performing my duties.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

7. My salary has a direct influence on the quality of work I do.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

8. I don't feel that I have any influence in deciding what changes are made in this department.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

9. Task forces are important in the adoption of new programs.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

10. My immediate supervisor and I don't really have much opportunity to discuss problems in my zone.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

11. Command keeps us in the dark about things we ought to know.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

12. Belonging to personal "cliques" or groups in the department gives you a better opportunity for advancement or a better job in the department.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

13. As far as my job is concerned the planning and analysis unit is useless.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

14. The department offers me a good opportunity to further my formal education.

Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

15. I am too bogged down with paperwork to do an effective job on the street.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
16. My immediate supervisor is open to suggestions for change.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
17. I don't receive enough recognition from the department for my work.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
18. I need new and/or better equipment to do my job effectively.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
19. Top management (command) tells the officers about planned changes in the department.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
20. Department personnel policies are poorly defined.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
21. Presently, many of the routine calls-for-service received at the police dispatch center are being handled effectively without dispatching a car.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
22. The department offers me the chance to improve and develop my own special skills and abilities.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
23. My immediate supervisor is knowledgeable in police science.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
24. The officers who get promotions around here usually deserve them.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|

25. I don't have a real sense of accomplishment in my job.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
26. The planning and analysis unit makes my job easier.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
27. I am overburdened with administrative duties in my job.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
28. I don't feel that my immediate supervisor and I understand each other's problems.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
29. The general training I receive as a police officer enables me to perform my job well.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
30. The specialized training available to me as an officer is adequate.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
31. New programs are more effective when patrol officers are encouraged to assist in planning as well as implementation.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
32. I feel like I am getting ahead in the department.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
33. My immediate supervisor is a good personnel manager.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|
34. I don't have enough time to devote to criminal activities.
- | | | | | | |
|----------------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
|----------------|-------|----------------|-------------------|----------|-------------------|

35. I feel that opportunities for self-growth in the department are good.
- Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree
36. There are too few opportunities for promotion in patrol work.
- Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree
37. I feel that the personnel evaluation form presently used in the department is satisfactory.
- Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree
38. Rank the following 10 specialized training areas as you feel they would most benefit you in your job, with 1 being the training area that would most benefit you and 10 being the training area that would least benefit you.

- ___ Management and Supervision
- ___ Patrol Methods and Techniques
- ___ Drugs and Vice
- ___ Police Instructor's School
- ___ Rape and Sex Crime Investigation
- ___ Burglary, Auto Theft, and Larceny Investigation
- ___ Interrogation and Interviews
- ___ Crisis Intervention
- ___ Hostage Situation and Hostage Negotiation
- ___ Accident Investigation

ANSWER THE FOLLOWING QUESTIONS BY CIRCLING THE APPROPRIATE ANSWERS

39. Does your job give you more personal satisfaction than the things you do in your spare time?
- Yes No
40. Would you always like to remain in police work?
- Yes No
41. Do you find your work so interesting that it is on your mind a lot when you are not at work?
- Yes No

42. Would you decline an opportunity to change your present job for one of equal pay, security, and status?
- Yes No
43. Are you so interested in your work that you talk about it a great deal even after working hours?
- Yes No
44. Do you like your present job better than any other you have ever had?
- Yes No
45. Would your life seem empty without your work to occupy you?
- Yes No
46. Would you like to secure a different job in another occupation?
- Yes No
47. Do you feel really interested in your present job?
- Yes No
48. If you had your choice, would you choose a job as a police officer over any other line of work?
- Yes No

How would you compare uniform patrol duty with other assignments in the department with respect to general image, supervision, pay and benefits, etc.?

Circle the appropriate numbers to indicate whether patrol is much better, somewhat better, the same, somewhat worse, or much worse than the other assignments.

	Much Better	Somewhat Better	Same	Somewhat Worse	Much Worse
49. Patrol image	1	2	3	4	5
50. Supervision	1	2	3	4	5
51. Pay and benefits	1	2	3	4	5
52. Promotion opportunities	1	2	3	4	5
53. Nature of contact with public	1	2	3	4	5
54. Recognition by the department	1	2	3	4	5
55. Respect from citizens	1	2	3	4	5

Answer the following questions by placing a check in the space corresponding to the statement which best demonstrates how you feel.

56. Which of these statements best tells how you feel about your job?

- completely satisfied
- well satisfied
- neither satisfied nor dissatisfied
- a little dissatisfied
- very dissatisfied

57. Compared with other patrol officers in the department, how do you rate your ability to get good information for an investigation?

- much above average
- above average
- average
- below average
- much below average

58. Compared with other patrol officers in the department, how do you rate your ability to handle a family crisis situation?

- much above average
- above average
- average
- below average
- much below average

59. Compared with other patrol officers in the department, how do you rate your ability to make a difficult arrest without any trouble?

- much above average
- above average
- average
- below average
- much below average

60. How do you rate your overall ability, compared with other patrol officers in the department?

- much above average
- above average
- average
- below average
- much below average

61. What is the rank of your immediate supervisor?

- Sgt.
- Lt.
- Capt.
- Major
- Chief

62. Is there a breakdown of communication in your chain of command?

- Yes (If yes, answer questions 62a and 62b)
- No (If no, skip to question 63)

62a. In your opinion, where in your chain of command does communication break down the most?

- Ptlm. - Sgt.
- Sgt. - Lt.
- Lt. - Capt.
- Capt. - Major
- Major - Chief
- Not applicable

62b. In your personal experience, where in your chain of command does communication break down the most?

- Ptlm. - Sgt.
- Sgt. - Lt.
- Lt. - Capt.
- Capt. - Major
- Major - Chief
- Not applicable

63. Do you feel that our review board is a fair and honest way to judge alleged violations of policy and/or procedure?

Yes

No

ANSWER THE FOLLOWING QUESTIONS BY CIRCLING THE APPROPRIATE ANSWER.

64. Do you feel that the auxiliary police are an effective law enforcement tool?

Yes No

65. Do you feel that they are properly managed?

Yes No

66. Are you presently on an ICAP task force?

Yes No

Please turn to page 10.

67. The following items are designed to measure your satisfaction with your job. There are no right or wrong answers. If the word describes your job, put a "Y". If the word does not describe your job, put an "N". If you are undecided, put a "?".

Work

Fascinating
 Routine
 Satisfying
 Boring
 Good
 Creative
 Respected
 Hot
 Pleasant
 Useful
 Tiresome
 Healthful
 Challenging
 On your feet
 Frustrating
 Simple
 Endless
 Gives sense of accomplishment

Supervision

Asks my advice
 Hard to please
 Impolite
 Praises good work
 Tactful
 Influential
 Up-to-date
 Doesn't supervise enough
 Quick-tempered
 Tells me where I stand
 Annoying
 Stubborn
 Knows job well
 Bad
 Intelligent
 Leaves me on my own
 Around when needed
 Lazy

Pay

Income adequate for normal expenses
 Barely live on income
 Bad
 Income provides luxuries
 Insecure
 Less than I deserve
 Highly paid
 Underpaid

Promotions

Good opportunity for advancement
 Opportunity somewhat limited
 Promotion on ability
 Dead-end job
 Good change for promotion
 Unfair promotion policy
 Infrequent promotions
 Regular promotions
 Fairly good chance for promotion

PLEASE FILL OUT THE "GENERAL BACKGROUND" FORM WHICH BEGINS ON THE NEXT PAGE.

GENERAL BACKGROUND
(To Be Used Only For Statistical Summary)

1. What is your age? (Please check in space provided)
 21 - 29 years
 30 - 39 years
 40 - 49 years
 50 - 59 years
 60 years or older
2. Sex
 Male
 Female
3. Race
 Black
 White
 Other
4. How long have you been a police officer in Virginia Beach or anywhere?
 Years
5. How long have you been a police officer in the Virginia Beach Police Department?
 Years
6. What division are you currently in?
 Investigative Division - Detective Bureau
 Investigative Division - Juvenile Bureau
 Uniformed Division - Spot Bureau
 Uniformed Division - All other Bureaus
 Services Division
 Other (please be specific) _____

7. What is your rank?

Major
 Captain
 Lieutenant
 Sergeant
 Master police officer assigned to Detective Bureau
 Master police officer assigned to Uniformed Division
 Detective
 Patrol Officer

8. In what precinct or bureau are you currently assigned?

First Precinct
 Second Precinct
 Thire Precinct

Other (please be specific) _____

9. What is the highest level of formal education you have completed?

graduate from high school or G.E.D.
 less than 1 year of college
 completion of 1 but less than 2 years of college
 completion of 2 but less that 4 years of college
 completion of 4 or more years of college

THANK YOU VERY MUCH FOR YOUR COOPERATION

CONTINUED

5 OF 6

APPENDIX B
TELEPHONE REPORTING UNIT SURVEY

1

Virginia Beach Police Department

ICAP - PHASE I
TRU - User Survey
(May, 1979)

Case Number

Zone Number

Report Number

Citizen's Name: _____

Offense Site: _____
(Street and Number)

Date of Reporting

Home Phone Number

Place of Employment

Business Phone

Police Officer's Code Number: _____

Citizen's sex: 1 Male
2 Female

Citizen's race: 1 Black
2 White
3 Other

Type of Offense: _____

Estimated loss to complainant:

1 No loss
2 Under \$10
3 \$ 10 - \$ 50
4 \$ 51 - \$100
5 \$101 - \$500
6 Over \$500
7 No Response

Q.1 Did you have any trouble putting your call through to the police?

1 Yes
2 No
3 No Response

Q.2 What trouble did you have?

HERE ARE A FEW QUESTIONS WHICH REFER TO THE FIRST PERSON YOU TALKED TO -- THAT IS, THE PERSON WHO ANSWERED YOUR PHONE CALL.

Q.3 What did the person tell you?

Q.4 How satisfied were you with what that person said to you?

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Neutral
- 4 Somewhat dissatisfied
- 5 Very dissatisfied

Q.5 How polite was the attitude of the person?

- 1 Very polite
- 2 Somewhat polite
- 3 Neutral
- 4 Somewhat impolite
- 5 Very impolite

Q.6 How helpful was that person to you?

- 1 Very helpful
- 2 Somewhat helpful
- 3 Neutral
- 4 Somewhat unhelpful
- 5 Very unhelpful

Q.7 Did the first person you spoke with transfer your call to someone else who then handled your information?

- 1 Yes
- 2 No

Q.8 Was there any problem in transferring the call?

- 1 Yes
- 2 No
- 3 Don't know
- 4 Not Applicable

Q.9 How long did it take to transfer your call?

(In minutes)
 Don't know
 Not Applicable

Q.10 How many persons did you talk to before someone actually took your information on the phone?

_____ (Number)

NOW WE WOULD LIKE TO ASK YOU A FEW QUESTIONS ABOUT THE PERSON WHO TOOK YOUR REPORT.

Q.11 How satisfied were you with the person who took your report?

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Neutral
- 4 Somewhat dissatisfied
- 5 Very dissatisfied

Q.12 How polite was the attitude of this person?

- 1 Very polite
- 2 Somewhat polite
- 3 Neutral
- 4 Somewhat impolite
- 5 Very impolite

Q.13 How helpful was this person?

- 1 Very helpful
- 2 Somewhat helpful
- 3 Neutral
- 4 Somewhat unhelpful
- 5 Very unhelpful

Q.14 How respectful of you was the attitude of this person?

- 1 Most respectful
- 2 Somewhat respectful
- 3 Neutral
- 4 Somewhat disrespectful
- 5 Very disrespectful

Q.15 How satisfied were you with your report being taken by phone?

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Neutral
- 4 Somewhat dissatisfied
- 5 Very dissatisfied

Q.16 Did you expect, or did you not expect, a police officer to take your report in person?

- 1 Expected officer to take report
- 2 Did not expect officer to take report
- 3 Don't know
- 4 No response

Q.17 What, if anything, did you not like about having your report taken by phone?

Q.18 Did you expect any follow-up actions taken?

- 1 Yes
- 2 No
- 3 Don't know
- 4 No response

Q.19 Was there any follow-up action taken by police personnel?

- 1 Yes
- 2 No
- 3 No response

Q.20 What was the follow-up action taken?

Q.21 How do you feel about the follow-up action taken?

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Neutral
- 4 Somewhat dissatisfied
- 5 Very dissatisfied

Q.22 What else do you feel the police should have done?

Q.23 Did the officer make any suggestions for your avoiding future problems of a similar nature?

- 1 Yes
- 2 No

Q.24 What, briefly, were the suggestions made by the officer?

Q.25 How many times have you dealt with the Virginia Beach police during the past two years?

- 1 None before this time
- 2 Once or twice
- 3 Three or four times
- 4 More than five times

Q.26 What was your opinion of the Virginia Beach police during the past two years?

- 1 Very poor
- 2 Below average
- 3 About average
- 4 Better than average
- 5 One of the best I've had contact with

Q.27 How does your opinion of the Virginia Beach Police Department now compare with what it was before this incident?

- 1 Much less favorable
- 2 Less favorable
- 3 About the same
- 4 Somewhat more favorable
- 5 Much more favorable

Q.28 What are your suggestions for improving the service that you've received?

THANK YOU VERY MUCH FOR YOUR ASSISTANCE.

APPENDIX C
POLICE OFFICER DIRECT CONTACT SURVEY

Virginia Beach Police Department

ICAP - PHASE 1
Direct Officer Contact Survey

Case Number

Zone Number

Report Number

Citizen's Name: _____

Offense Site: _____
(Street and Number)

Date of Reporting

Home Phone Number

Place of Employment

Business Phone

Police Officer's Code Number: _____

Citizen's sex: 1 Male
2 Female

Citizen's race: 1 Black
2 White
3 Other

Type of Offense: _____

Estimated loss to complainant:

- 1 No Loss
- 2 Under \$10
- 3 \$ 10 - \$ 50
- 4 \$ 51 - \$100
- 5 \$101 - \$500
- 6 Over \$500
- 7 No Response

(2)
Q. 1 About how much time went by between your knowing of the crime and your calling the police?

_____ (put actual time)

- 7 Don't know
- 9 No Response

Q. 2 Did you have any problems in contacting the police?

- 1 Yes
- 2 No
- 9 No response

Q. 3 What problems did you have?

Q. 4 Could you try to remember what you told the person (police dispatcher) who answered your telephone call?

Q. 5 Did that person tell you about how long it would take a police car to reach you?

- 1 Yes
- 2 No
- 7 Don't know

Q. 6 What did that person tell you?

Q. 7 About how long did you expect it would take the police to arrive after the call was made?

_____ (put actual time)

- 7 Don't know
- 9 No response

Q. 8 About how long did it take the police to arrive after the call was made?

_____ (put actual time)

- 7 Don't know
- 9 No response

(3)

Q. 9 How satisfied were you with the time it took the police officer to arrive after you called?

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Neutral
- 4 Somewhat dissatisfied
- 5 Very dissatisfied
- 9 No response

Q.10 If the police had arrived more quickly do you think it would have made a difference in the outcome of the incident?

- 1 Yes
- 2 No
- 7 Don't know
- 9 No response

Q.11 Why do you feel this way?

Q.12 What did you expect the police to do after they arrived? (Be specific.)

Q.13 What did the police do after they arrived? (Be specific)

Q.14 How satisfied were you with what the officer did?

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Neutral
- 4 Somewhat dissatisfied
- 5 Very dissatisfied
- 9 No response

Q.15 What else do you feel the police should have done?

(4)

Q.16 Did the officer make any suggestions for your avoiding future problems of a similar nature?

- 1 Yes
- 2 No
- 9 No response

Q.17 What, briefly, were the suggestions made by the officer?

Q.18 How polite was the attitude of the officer?

- 1 Very polite
- 2 Somewhat polite
- 3 Neutral
- 4 Somewhat impolite
- 5 Very impolite
- 9 No response

Q.19 How helpful was the officer to you?

- 1 Very helpful
- 2 Somewhat helpful
- 3 Neutral
- 4 Somewhat unhelpful
- 5 Very unhelpful
- 9 No response

Q.20 How respectful of you was the attitude of the officer?

- 1 Most respectful
- 2 Somewhat respectful
- 3 Neutral
- 4 Somewhat disrespectful
- 5 Very disrespectful
- 9 No response

Q.21 Did you expect any follow-up action?

- 1 Yes
- 2 No
- 7 Don't know
- 9 No response

Q.22 Was there any follow-up action taken by the police personnel?

- 1 Yes
- 2 No
- 9 No response

(5)

Q.23 What was the follow-up action taken?

Q.24 How do you feel about the follow-up action taken?

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Neutral
- 4 Somewhat dissatisfied
- 5 Very dissatisfied
- 9 No response

Q.25 How many times have you dealt with the Virginia Beach police during the past two years?

- 1 None before this time
- 2 Once or twice
- 3 Three or four times
- 4 More than five times
- 9 No response

Q.26 What was your opinion of the Virginia Beach Police Department before this incident?

- 1 Very poor
- 2 Below average
- 3 About average
- 4 Better than average
- 5 One of the best I've had contact with
- 7 Don't know
- 9 No response

Q.27 How does your opinion of the Virginia Beach Police Department now compare with what it was before this incident?

- 1 Much less favorable
- 2 Less favorable
- 3 About the same
- 4 Somewhat more favorable
- 5 Much more favorable
- 7 Don't know
- 9 No response

Q.28 What are your suggestions for improving the service that you have received?

Thank you very much for your assistance.

APPENDIX D
CITIZEN ATTITUDE SURVEY
SAMPLING ERROR

VIRGINIA BEACH
CITIZEN ATTITUDE SURVEY

(CIRCLE THE ANSWER GIVEN BY THE RESPONDENT)

1. Some people are satisfied with their local police departments and some are not. How do you feel about the overall job the Virginia Beach Police Department is doing? Would you say that you are: VERY SATISFIED, SATISFIED, DISSATISFIED, or VERY DISSATISFIED with the overall job they are doing?

Very Satisfied (1)

Satisfied (2)

Dissatisfied (3)

Very Dissatisfied (4)

No Answer (9)

2. Would you say that the overall job the Virginia Beach Police Department is doing has gotten BETTER or WORSE in the last year, or has it REMAINED ABOUT THE SAME?

Better (1)

Same (2)

Worse (3)

No Answer (9)

3. Now we would like to ask you some questions about specific aspects of police work in Virginia Beach. Are you satisfied with crime prevention in Virginia Beach? Do you think that the Virginia Beach police are doing their best at preventing crimes or could they do more? Would you say that you are: VERY SATISFIED, SATISFIED, DISSATISFIED or VERY DISSATISFIED with crime prevention in Virginia Beach?

Very Satisfied (1)

Satisfied (2)

Dissatisfied (3)

Very Dissatisfied (4)

No Answer (9)

4. Do you think that the Virginia Beach Police Department has done a BETTER or WORSE job at crime prevention in the last year, or has it REMAINED ABOUT THE SAME?

Better (1)
 Same (2)
 Worse (3)
 No Answer (9)

5. Are you satisfied with the number of offender arrests the Virginia Beach Police Department is making? Do you think that they are making enough arrests, or could they do a better job? Are you: VERY SATISFIED, SATISFIED, DISSATISFIED, or VERY DISSATISFIED with the number of arrests the Virginia Beach Police Department is making?

Very Satisfied (1)
 Satisfied (2)
 Dissatisfied (3)
 Very Dissatisfied (4)
 No Answer (9)

6. Do you think that the Police Department has done a BETTER or WORSE job of arresting criminal offenders in the last year, or have they REMAINED ABOUT THE SAME?

Better (1)
 Same (2)
 Worse (3)
 No Answer (9)

7. Are you satisfied with the Virginia Beach Police Department's relations with the public? Would you say they are doing their best in relating to ordinary citizens or could they do a better job? Are you: VERY SATISFIED, SATISFIED, DISSATISFIED, or VERY DISSATISFIED with the Police Department's public relations in Virginia Beach?

Very Satisfied (1)
 Satisfied (2)
 Dissatisfied (3)
 Very Dissatisfied (4)
 No Answer (9)

8. Do you think that the Virginia Beach Police Department's relations with the public have gotten BETTER or WORSE in the last year, or have they REMAINED ABOUT THE SAME?

Better (1)
 Same (2)
 Worse (3)
 No Answer (9)

9. Do you think that the Virginia Beach Police Department is fair in the way they enforce the law? Would you say that you are VERY SATISFIED, SATISFIED, DISSATISFIED, or VERY DISSATISFIED with the fairness of law enforcement by the Virginia Beach police?

Very Satisfied (1)
 Satisfied (2)
 Dissatisfied (3)
 Very Dissatisfied (4)
 No Answer (9)

10. Have the Virginia Beach police done BETTER or WORSE in the last year with respect to fairness in enforcing the law, or have they REMAINED ABOUT THE SAME?

Better (1)
 Same (2)
 Worse (3)
 No Answer (9)

11. Do you think that the Virginia Beach police do a good job of providing aid for citizens in distress? Would you say that you are VERY SATISFIED, SATISFIED, DISSATISFIED, or VERY DISSATISFIED with the way Virginia Beach police respond to citizens who need help?

Very Satisfied (1)
 Satisfied (2)
 Dissatisfied (3)
 Very Dissatisfied (4)
 No Answer (9)

12. Do you think that the Virginia Beach police have done a BETTER or WORSE job of helping citizens in distress in the last year, or have they REMAINED ABOUT THE SAME?

- Better (1)
- Same (2)
- Worse (3)
- No Answer (9)

13. Are you satisfied with the job the Commonwealth's Attorney's Office is doing in Virginia Beach? Do you think they are doing a good job of prosecuting criminal offenders, or could they do a better job? Would you say that you are VERY SATISFIED, SATISFIED, DISSATISFIED, or VERY DISSATISFIED with the Commonwealth's Attorney's Office?

- Very Satisfied (1)
- Satisfied (2)
- Dissatisfied (3)
- Very Dissatisfied (4)
- No Answer (9)

14. Have you noticed any change in the Virginia Beach Commonwealth's Attorney's Office in the last year or are they doing the same kind of job they've done in the past? Would you say that the Commonwealth's Attorney's Office has done a BETTER or WORSE job in the last year, or have they REMAINED ABOUT THE SAME?

- Better (1)
- Same (2)
- Worse (3)
- No Answer (9)

15. Are you satisfied with the way the courts are sentencing offenders? Would you say that the courts are generally TOO SEVERE, TOO LENIENT, or ABOUT RIGHT in the way that they are sentencing offenders?

- Too Severe (1)
- About Right (2)
- Too Lenient (3)
- No Answer (9)

16. Have you noticed any change in the courts in the last year? Would you say that they are doing a BETTER job or a WORSE job of sentencing offenders, or have they REMAINED ABOUT THE SAME?

- Better (1)
- Same (2)
- Worse (3)
- No Answer (9)

17. Do you think there are any major problems in law enforcement in Virginia Beach?

- Yes (1)
- No (2)
- No Answer (9)

(IF YES) What would you say are the major problems with law enforcement in Virginia Beach?

18. How safe do you feel being out alone in your neighborhood at night? Would you say that you feel VERY SAFE, SOMEWHAT SAFE, SOMEWHAT UNSAFE, or VERY UNSAFE at night?

- Very Safe (1)
- Somewhat Safe (2)
- Somewhat Unsafe (3)
- Very Unsafe (4)
- No Answer (9)

19. How about during the day? How safe do you feel being out alone in your neighborhood during the day? Would you say that you feel VERY SAFE, SOMEWHAT SAFE, SOMEWHAT UNSAFE, or VERY UNSAFE during the day?
- Very Safe (1)
- Somewhat Safe (2)
- Somewhat Unsafe (3)
- Very Unsafe (4)
- No Answer (9)
20. How do you think your neighborhood compares with others in Virginia Beach? Would you say it is MUCH LESS DANGEROUS, LESS DANGEROUS, ABOUT AVERAGE, MORE DANGEROUS, or MUCH MORE DANGEROUS than most others?
- Much Less Dangerous (1)
- Less Dangerous (2)
- About Average (3)
- More Dangerous (4)
- Much More Dangerous (5)
- No Answer (9)
21. Have you had to contact the Virginia Beach police for assistance within the last two years?
- Yes (1)
- No (2)
22. Have you ever heard of ICAP (Integrated Criminal Apprehension Program)?
- Yes (1)
- No (2)
23. What is your age?
- _____
24. What is your race?
- Black (1)
- White (2)
- Other (3)

25. What is the highest grade in school you finished?
- 1 2 3 4 5 6 7 8 9 10 11 12 13 14 AA 15 16 BA Graduate Work
26. What is your total family income from all sources?
- Less than \$ 2,500
- \$ 2,501 to \$ 5,000
- \$ 5,001 to \$ 7,500
- \$ 7,501 to \$10,000
- \$10,001 to \$15,000
- \$15,001 to \$20,000
- \$20,001 or more
27. What is your occupation?
- _____
28. Respondent's Sex
- Male (1)
- Female (2)

SAMPLING ERROR

With the sample size established at 331, the percentage error can be calculated as follows:

$$N = \frac{o^2PQ}{d^2} \qquad d = \frac{o^2PQ}{\sqrt{N}}$$

where N = sample size

P = proportion of success (set at .5 to maximize d)

Q = proportion of alternates (set at .5 to maximize d)

d = proportion of error

o = significance level for 2-tailed confidence limits in standard deviation units (1.96 for 95% confidence limits; 2.576 for 99% confidence limits)

Note: 0.5 is used for P and Q (1 - P = Q) because this yields the most conservative (largest) estimate of error.

Total Population

$$d = \frac{1.96^2(.5)(.5)}{\sqrt{331}} = \pm 5.2\% \text{ error}$$

Based upon the statistical method used above, the investigators can state that they are 95% confident that the results of this survey are within $\pm 5.2\%$ of the population proportions, when the response of the total population is considered.¹

In those instances where the variable of race is examined (black compared or contrasted to white), then the percentage factor for blacks is 11.3% and for whites 6%.

<u>Blacks</u>	<u>Whites</u>
$d = \frac{(1.96)^2(.5)(.5)}{\sqrt{72}} = 11.3\%$	$d = \frac{(1.96)^2(.5)(.5)}{\sqrt{259}} = 5.96\%$

¹William G. Cochran, Sampling Techniques, 2nd Edition (New York: John Wiley and Sons, 1963), Chapter 4.

In addition, computations were made to see if the sample size could be reduced by correcting for a known population. All three cases produced a negligible result and the original sample size was maintained.

POLICE REPORT (PD-18)
 Revised 4/73
 (INCLUDE ATTEMPTS)

VIRGINIA BEACH, VIRGINIA
 POLICE DEPARTMENT

1. OFFENSE NO. _____
 2. REPORT DATE _____ 3. TIME _____

4. OFFENSE AS REPORTED				5. WHEN OFFENSE OCCURRED			
6. ZONE		7. PLACE OF OFFENSE		8. APT		9. FROM DATE	
						THRU _____	
10. INTERSECTING STREET (USE IF EXACT ADDRESS NOT KNOWN)				11. PHONE NUMBER ()			
12. PERSON REPORTING OFFENSE				13. APT			
13. ADDRESS				14. CITY		15. STATE	
16. HOW ATTACKED (WHERE ENTERED)				17. MEANS OF ATTACK (WEAPONS, TOOLS, ETC.)			
18. OFFICER'S NAME		18. CODE	19. PRECINCT	20. OFFICER'S NAME		20. CODE	21. PRECINCT
22. PROPERTY STOLEN? YES _____ NO _____		23. PERSONS APPREHENDED? YES _____ NO _____		24. OFFICERS ASSAULTED? YES _____ NO _____		25. PROPERTY DAMAGE \$ _____	

VICTIMS

27. VICTIM 1: NAME		28. SEX	29. RACE	30. AGE	31. DATE OF BIRTH		
32. HOME ADDRESS		33. APT	34. HOME PHONE ()		35. CITY		36. STATE
37. BUSINESS ADDRESS		38. APT	39. BUSINESS PHONE ()		40. CITY		41. STATE
42. VICTIM 2: NAME		43. SEX	44. RACE	45. AGE	46. DATE OF BIRTH		
47. HOME ADDRESS		48. APT	49. HOME PHONE ()		50. CITY		51. STATE
52. BUSINESS ADDRESS		53. APT	54. BUSINESS PHONE ()		55. CITY		56. STATE
57. VICTIM 3: NAME		58. SEX	59. RACE	60. AGE	61. DATE OF BIRTH		
62. HOME ADDRESS		63. APT	64. HOME PHONE ()		65. CITY		66. STATE
67. BUSINESS ADDRESS		68. APT	69. BUSINESS PHONE ()		70. CITY		71. STATE

APPREHENDED PERSONS

72. NAME 1				73. VBID#			
74. ADDRESS				75. APT		76. CITY	
77. STATE		78. SEX	79. RACE	80. AGE	81. DATE OF BIRTH	82. PHONE NUMBER ()	
83. SOC. SEC. NO.		84. NAME 2				85. VBID#	
86. ADDRESS				87. APT		88. CITY	
89. STATE		90. SEX	91. RACE	92. AGE	93. DATE OF BIRTH	94. PHONE NUMBER ()	
95. SOC. SEC. NO.		96. NAME 3				97. VBID#	
98. ADDRESS				99. APT		100. CITY	
101. STATE		102. SEX	103. RACE	104. AGE	105. DATE OF BIRTH	106. PHONE NUMBER ()	
107. SOC. SEC. NO.							

APPENDIX E

VIRGINIA BEACH POLICE DEPARTMENT OFFENSE REPORT
 INSTRUCTIONS FOR COMPLETING NARRATIVE PORTION OF PD-18

STOLEN PROPERTY

120. FROM WHOM/WHERE PROPERTY RECOVERED

121. OWNER NOTIFIED BY

TOTAL AMOUNT STOLEN
\$

2. DATE RECOVERED

123. TIME RECOVERED

124. DAY RECOVERED

TOTAL AMOUNT RECOVERED
\$

125. VICT. NO.	QTY	PROPERTY DESCRIP/CLASS. 38 CHARACTERS PER ITEM	MODEL NUMBER	SSN/SERIAL NUMBER	ESTIMATED VALUE	RECOVERY	
						DATE	VALUE

PROPERTY DESCRIPTION/CLASSIFICATION

- A=Currency, Notes, etc. E=Office Equipment I=Consumable Goods
- B=Jewelry & Precious Metals F=TV, Radio, Cameras, etc. J=Livestock
- C=Clothing & Furs G=Firearms K=Miscellaneous
- D=Locally Stolen Motor Veh. H=Household Goods

DETAILS OF OFFENSE

126. CASE NO. _____

Instructions for Completing Narrative Portion of PD 18

Excerpt From
Virginia Beach Police Department's
Basic Report Manual

ARMED ROBBERY

- 1) Complete information for top of Police Report.
- 2) Name of place of business
- 3) Describe details of Robbery.
 - a. Names
 - b. Addresses
 - c. Color, sex, age, height, weight, hair, build
 - d. Clothing (type of mask, if any)
 - e. Distinguishing marks or mannerisms, accents, etc.
 - f. Direction last seen headed
 - g. Mode of transportation
- 5) Were there any witnesses?
 - a. Names
 - b. Addresses
 - c. Phone numbers
 - d. What did witnesses see?
- 6) Which Supervisor was notified or responded?
- 7) Which Detective was notified or responded?
- 8) Which ID unit responded?
- 9) Does victim wish to prosecute?

BURGLARY

- 1) Complete information for top of Police Report.
- 2) How and where was the home or building entered?
- 3) What was taken?
- 4) What is the cost of the damage done and value of article stolen (a value is what victim paid at time of purchase or present fair market value)
- 5) Who discovered the breakin?
- 6) What time was it discovered?
- 7) Describe the Suspect(s)
 - a. Names
 - b. Addresses
 - c. Color, sex, age, height, weight, hair, build
 - d. Clothing
 - e. Distinguishing marks or mannerisms
 - f. Direction last seen headed
 - g. Mode of transportation
- 8) Were there any witnesses?
 - a. Names
 - b. Addresses
 - c. Phone numbers
 - d. What did witnesses see?
- 9) Does victim wish to prosecute?
- 10) Which Supervisor was notified or responded?
- 11) Which Detective was notified or responded?
- 12) Which I.D. Unit responded?
- 13) Commercial or residential?
- 14) Any additional "field" or "street" information the officer feels may be pertinent or may aid the investigation?

DESTRUCTION OF PRIVATE/CITY PROPERTY

- 1) Complete information for top of Police Report.
- 2) Describe the property that was damaged/destroyed.
- 3) Describe the nature of the damaged/destroyed.
- 4) What is the estimated cost of the damage?
- 5) State whose estimate this is.
- 6) Describe the Suspect(s)
 - a. Names
 - b. Addresses
 - c. Color, sex, age, height, weight, hair, build
 - d. Clothing
 - e. Distinguishing marks or mannerisms
 - f. Direction last seen headed?
 - g. Mode of transportation?
- 7) Were there any witnesses?
 - a. Names
 - b. Addresses
 - c. Phone numbers
 - d. What did witnesses see?
- 8) Does victim wish to prosecute?

EXPOSURE

- 1) Complete information for top of Police Report.
- 2) What was victim doing when offense occurred?
- 3) Describe the nature of the act of exposure.
- 4) Describe the Suspect(s)
 - a. Names
 - b. Addresses
 - c. Color, sex, age, height, weight, hair, build
 - d. Clothing
 - e. Distinguishing marks or mannerisms
 - f. Direction last seen headed?
 - g. Mode of transportation?
- 5) Were there any witnesses?
 - a. Names
 - b. Addresses
 - c. Phone numbers
 - d. What did witnesses see?
- 6) Does victim wish to prosecute?
- 7) If victim is under 14:
 - a. Which Supervisor was notified or responded?
 - b. Which Detective was notified or responded?

LARCENY
(GRAND/PETITE)

- 1) Complete information for top of Police Report.
- 2) Describe the stolen property.. State its value.
- 3) Where was the property when it was stolen?
- 4) Describe the Suspect(s)
 - a. Names
 - b. Addresses
 - c. Color, sex, age, height, weight, hair, build
 - d. Clothing
 - e. Distinguishing marks or mannerisms
 - f. Direction last seen headed
 - g. Mode of transportation
- 5) Were there any witnesses?
 - a. Names
 - b. Addresses
 - c. Phone numbers
 - d. What did witnesses see?
- 6) Does complainant wish to prosecute?
- 7) Which Supervisor was notified or responded?
- 8) Which Detective was notified or responded?
- 9) Larceny from building -

Includes construction trailer (locked or unlocked), mobile homes in transit or storage areas with no permanent foundations).

NOTE: Petite Larceny - #1 - 6

RAPE

- 1) Complete information for top of Police Report.
- 2) Describe the details of the rape.
 - a. What was the victim doing when attacked?
 - b. What was said?
 - c. What action did the attacked take?
 - d. In which direction was he last seen going?
 - e. What was his mode of transportation?
- 3) To which hospital was victim taken?
- 4) How was victim taken to hospital? (Private transportation or rescue unit number)
- 5) Which doctor treated the victim?
- 6) Describe the Suspect(s)
 - a. Names
 - b. Addresses
 - c. Color, sex, age, height, weight, hair, build
 - d. Clothing
 - e. Distinguishing marks or mannerisms
- 7) Were there any witnesses?
 - a. Names
 - b. Addresses
 - c. Phone numbers
 - d. What did witnesses see?
- 8) Which Supervisor was notified or responded?
- 9) Which Detective was notified or responded?
- 10) Does complainant wish to prosecute?

APPENDIX F

CRIME ANALYSIS SURVEY QUESTIONNAIRE - INVESTIGATIVE DIVISION
CRIME ANALYSIS SURVEY - UNIFORMED DIVISION



Center for Urban Research and Service
Norfolk, VA 23508 • (804) 440-3970

VIRGINIA BEACH POLICE DEPARTMENT
ICAP PHASE I

Crime Analysis Survey
January, 1980

Investigative Division

General Instructions

As part of the ICAP evaluation we are interested in finding out how police officers feel about various aspects of the crime analysis system. The individual questionnaire will not be made available to anyone. It is of no importance to know your personal identity since statistics of overall results only will be reported. Please take the time to answer those questions requiring written responses, as this information will greatly benefit us in our evaluation of the crime analysis system. Where multiple answers are presented, check the one that comes closest to your own personal feelings. Your honest and sincere answers will be appreciated, and we thank you for your time.

W. Pindur
Wolfgang Pindur, Ph.D.
Principal Evaluator

1. The Crime Analysis Unit performs an important function within the Virginia Beach Police Department.

(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____
Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

2. What do you feel is the major function of the Crime Analysis Unit?

3. Information maintained by the Crime Analysis Unit is helpful to me in performing my duties.

(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____
Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

4. I am familiar with the types of information the Crime Analysis Unit can provide me.

(1) Yes _____ (2) No _____

Please list types of information available: _____

5. On the average, I contact the Crime Analysis Unit for information _____ times monthly.

6. The requested information is provided:

(1) Always _____ (2) Usually _____ (3) Seldom _____ (4) Never _____
(5) Have never requested information _____

7. The requested information is provided soon enough to meet my needs.

(1) Always _____ (2) Usually _____ (3) Seldom _____ (4) Never _____
(5) Have never requested information _____

8a. What type(s) of information have you requested? (Check those which apply.)

- (1) Crime pattern information_____
- (2) Suspect information (name, description, address, etc.)_____
- (3) Stolen property information_____
- (4) Suspect vehicle information_____
- (5) Criminal activity in a particular area_____
- (6) Other (please specify)_____

(7) Have never requested information_____

8b. Generally, how do you use this information?

9. On the average, the crime analyst comes to me directly with information related to my job:

_____ times monthly.

10. The information provided is useful:

- (1) Always_____ (2) Usually_____ (3) Seldom_____ (4) Never_____
- (5) Has never come to me with information_____

11. What type of information which you are not presently receiving would you like the crime analyst to provide?

12. I visit the Crime Analysis Unit:

- (1)_____ (2)_____ (3)_____ (4)_____ (5)_____ (6)_____
- Daily Biweekly Weekly Bimonthly Monthly Never

13a. I would rate the overall performance of the Crime Analysis Unit as:

- (1) Excellent_____ (2) Good_____ (3) Fair_____ (4) Poor_____

13b. Do you have any suggestions for improvements?

14a. In your opinion, what are the greatest strengths of the Crime Analysis Unit?

14b. What are the greatest weaknesses of the Crime Analysis Unit?

15. I provide information to the Crime Analysis Unit:

- (1)_____ (2)_____ (3)_____ (4)_____ (5)_____ (6)_____
- Daily Biweekly Weekly Bimonthly Monthly Never

16. What division are you presently in?

- (1) Investigative_____ (2) Uniform (Spot Bureau)_____
- (3) Uniform (all other bureaus)_____

17. If Investigative, to which squad are you assigned?

18. What is your rank?

- (1) Captain_____ (2) Lieutenant_____ (3) Sergeant_____
- (4) Master Police Officer (Investigative Division)_____
- (5) Master Police Officer (Uniform Division)_____
- (6) Detective_____ (7) Patrol Officer_____

19. To which precinct are you presently assigned?

- (1) First_____ (2) Second_____ (3) Third_____
- (4) Not Applicable_____



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VIRGINIA BEACH POLICE DEPARTMENT
ICAP PHASE I

Crime Analysis Survey
January, 1980

Uniformed Division

General Instructions

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W. Pindur

Wolfgang Pindur, Ph.D.
Principal Evaluator

1. The Crime Analysis Unit performs an important function within the Virginia Beach Police Department.
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____
Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree
2. What do you feel is the major function of the Crime Analysis Unit?

3. I read Crime Pattern Alert Bulletins (pink sheet) pertaining to my area of responsibility:
(1) Always _____ (2) Usually _____ (3) Seldom _____ (4) Never _____
4. Over the past three months, approximately how many Crime Pattern Alert Bulletins (pink sheet) has the crime analyst distributed?
_____ bulletins
- 5a. Information contained in the Crime Pattern Alert Bulletins (pink sheet) is useful to me in performing my duties.
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____
Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree
- 5b. Please explain your choice.

6. Information reported in Crime Pattern Alert Bulletins (pink sheet) is received in time to be useful.
(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____
Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree
7. Crime Pattern Alert Bulletins (pink sheet) are discussed during muster:
(1) Always _____ (2) Usually _____ (3) Seldom _____ (4) Never _____

8. I read Information Bulletins (yellow sheet) distributed by the crime analyst:

(1) Always____ (2) Usually____ (3) Seldom____ (4) Never____

9. Over the past three months, approximately how many Information Bulletins (yellow sheet) has the analyst distributed?

_____ bulletins

10a. Information contained in the Information Bulletins (yellow sheet) is useful to me in performing my duties.

(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____
Strongly Agree Slightly Agree Slightly Disagree Strongly Disagree

10b. Please explain your choice.

11. Information reported in Information Bulletins (yellow sheet) is received in time to be useful.

(1) _____ (2) _____ (3) _____ (4) _____ (5) _____ (6) _____
Strongly Agree Slightly Agree Slightly Disagree Strongly Disagree

12. Information Bulletins (yellow sheet) are discussed during muster:

(1) Always____ (2) Usually____ (3) Seldom____ (4) Never____

13a. I am familiar with the types of information the Crime Analysis Unit can provide me.

(1) Yes____ (2) No____

13b. Please list types of information available.

14. On the average, I contact the Crime Analysis Unit for information:

_____ times monthly.

15. The requested information is provided:

(1) Always____ (2) Usually____ (3) Seldom____ (4) Never____
(5) Have never requested information____

16. The requested information is provided soon enough to meet my needs.

(1) Always____ (2) Usually____ (3) Seldom____ (4) Never____
(5) Have never requested information____

17a. What types of information have you requested? (Check those which apply.)

(1) Crime pattern information____
(2) Suspect information (name, description, address, etc.)____
(3) Stolen property information____
(4) Suspect vehicle information____
(5) Criminal activity in a particular area____
(6) Other (please specify)_____

(7) Have never requested information____

17b. Generally, how did you use this information?

18. On the average, the crime analyst comes to me directly with information related to my job:

_____ times monthly.

19. The information he provides is useful:

(1) Always____ (2) Usually____ (3) Seldom____ (4) Never____
(5) Has never come to me with information____

20. What type of information which you are not presently receiving would you like the crime analyst to provide?

21. I visit the Crime Analysis Unit:
(1)____ (2)____ (3)____ (4)____ (5)____ (6)____
Daily Biweekly Weekly Bimonthly Monthly Never

22a. I would rate the overall performance of the Crime Analysis Unit as:
(1) Excellent____ (2) Good____ (3) Fair____ (4) Poor____

22b. Do you have any suggestions for improvements?

23a. In your opinion what are the greatest strengths of the Crime Analysis Unit?

23b. What are the greatest weaknesses of the Crime Analysis Unit?

24. I submit Field Interview Cards to the Crime Analysis Unit:
(1)____ (2)____ (3)____ (4)____ (5)____ (6)____
Daily Biweekly Weekly Bimonthly Monthly Never

25a. I feel it is important to prepare Field Interview Cards on suspicious individuals and suspicious activities.
(1) Yes____ (2) No____

25b. Please explain your choice.

26. I provide information, other than Field Interview Cards, to the Crime Analysis Unit:
(1)____ (2)____ (3)____ (4)____ (5)____ (6)____
Daily Biweekly Weekly Bimonthly Monthly Never

27. What division are you presently in?
(1) Investigative____ (2) Uniform (SPOT Bureau)____
(3) Uniform (all other bureaus)____

28. What is your rank?
(1) Captain____ (2) Lieutenant____ (3) Sergeant____
(4) Master Police Officer (Investigative Div.)____
(5) Master Police Officer (Uniformed Div.)____
(6) Detective____ (7) Patrol Officer____

29. To which precinct are you presently assigned?
(1) First____ (2) Second____ (3) Third____ (4) Not Applicable____

30. For PATROL OFFICERS only.
On the average, I use information reported by the Crime Analysis Unit in determining my daily patrol activities:
(1)____ (2)____ (3)____ (4)____ (5)____ (6)____
Daily Biweekly Weekly Bimonthly Monthly Never

31. For PATROL SUPERVISORS only.
On the average, I use information reported by the Crime Analysis Unit in planning daily manpower allocations and patrol activities:
(1)____ (2)____ (3)____ (4)____ (5)____ (6)____
Daily Biweekly Weekly Bimonthly Monthly Never

APPENDIX G
MAJOR OFFENDER PROGRAM - EVALUATION PLAN

City of Virginia Beach
MAJOR OFFENDER PROGRAM

EVALUATION PLAN

Prepared by:

Wolfgang Pindur, Ph.D., Principal Investigator
Stanley P. Lipiec, Research Associate

Prepared for:

Virginia Beach Police Department ICAP
Virginia Beach, Virginia

August, 1979

DETAILED EVALUATION PLAN

This evaluation plan addresses the role, function, and activities of the evaluator/consultants as they relate to the overall evaluation of the Virginia Beach Commonwealth's Attorney Major Offender Unit. The purposes of this evaluation plan are:

1. To define the responsibilities of the evaluator in the Major Offender Unit;
2. To specify the role of the evaluator in assuring that the Major Offender Unit will realize its maximum potential;
3. To specify evaluation tasks in accordance with the specification of the technical work plan as presented in the Phase I - ICAP Evaluation Schedule; and
4. To specify and adjust the time frame for the completion of evaluation tasks.

A. Specification of Roles and Responsibilities

1. Preparation of a detailed evaluation plan.

The preparation of this document represents the completion of this responsibility. The evaluation plan is subject to change and revision if the Virginia Beach Commonwealth's Attorney Office and the evaluator determine a change is necessary.

2. Continued timely dissemination of data collected and analyzed.

The evaluators will provide feedback on program activities while the evaluation is being conducted in order to enable the Commonwealth's Attorney to make changes during the operation of the program.

3. Measurements of specific Major Offender Unit components and the overall impact of the Major Offender Unit objectives.

The basic components of the Major Offender Unit to be monitored will be case screening, processing time and plea negotiations. The specific evaluation tasks and appropriate criteria for their measurement are listed below.

4. Preparation of a final report.

A year-end report on the process and impact effects of the Major Offender Unit including a discussion of strengths and weaknesses of program development and recommendations, will be submitted upon the completion of the program. The final report will be submitted no later than February 15, 1980.

B. Evaluation Tasks

1. Task I: Evaluation of the problems and successes of the Major Offender Unit.

Evaluators will assess the development of the Major Offender Unit since its implementation. Interviews with the Virginia Beach Commonwealth's Attorney staff and selected police officers will be conducted to determine:

- a. when and how prosecutors actively enter serious felony cases;
- b. perception of both the Commonwealth's Attorney staff and police officers on the successes and failures; strengths and weaknesses of the Major Offender Unit;
- c. information flow on case disposition between prosecutors and police; and
- d. recommendation for improvement of the Major Offender Unit.

2. Task II: Ascertain the factors considered by the prosecutors during case screening.

The decision as to whether or not a suspect will be charged and the appropriateness of the charge is often made during the case screening process. Personal interviews with members of the Major Offender Unit will be utilized to determine:

- a. major factors appraised during case screening including those factors used in decisions to reject cases;
- b. weighing of factors by different members;
- c. consistency within staff members in deciding to charge a suspect or not;
- d. selection criteria used in the determination of a Major Offender/ Career Criminal; and
- e. time allocations to case screening.

3. Task III: Analyze changes in the workload and time allocation of prosecutors due to the Major Offender Program.

A basic objective of this evaluation is to determine how the Major Offender Program has impacted upon the workload of prosecutors. Comparison studies will be conducted to note any changes in the prosecutors' workload since the implementation of the Major Offender Program. The interview process will again be used to trace any changes in the time allocation of prosecutors specifically due to the Major Offender Program. The time involved in case processing will be evaluated through assessment of the following factors:

- a. time between arrest and arraignment;
- b. time between arraignment and various hearings;
- c. time between hearings and trial; and
- d. time between trial and sentencing.

These data will be analyzed to determine if case processing is more expedient for Major Offender/Career Criminal cases and, if so, at which stages delay occurs.

4. Task IV: Evaluating changes in conviction probability and severity in sentencing.

The ultimate efficiency of the project in attaining its intended goals will be monitored by examination of the probability of conviction and severity of punishment. Data will be collected on case dispositions in detail and will include:

- a. the number of convictions and percentage of convictions at original charge;
- b. number of negotiated pleas;
- c. number and causes of dismissals;
- d. number of guilty pleas, defendants found guilty at trial and acquittals; and
- e. types and length of sentences.

VIRGINIA BEACH COMMONWEALTH'S ATTORNEY OFFICE
 MAJOR OFFENDER PROGRAM
 EVALUATION WORK PLAN SCHEDULE

	September 1 1979	October 1 1979	November 1 1979	December 1 1979	January 1 1980	February 1 1980	February 15, 1980
Evaluation of Problems and Successes of Major Offender Unit -----			*				
Analysis of Factors Considered During Case Screening -----				*			
Analysis of Changes in Workload of Prosecuting Attorneys -----					*		
Analysis of Changes in Time Allocation for Prosecutors -----					*		
Evaluation of Changes in Conviction Probability and Severity of Sentencing -----						*	
Final Report -----							*



Center for Urban Research and Service
Norfolk, VA 23508 • (804) 440-3970

VIRGINIA BEACH POLICE DEPARTMENT

ICAP PHASE I

February, 1980

General Instructions

As part of the ICAP Grant we are interested in finding out what police officers think about various aspects of their job. The individual questionnaire will in no way be made available to anyone. It is of no importance to know your personal identity. Each item on each questionnaire is numbered for computer use only. Statistics of overall results will be reported. Your honest and sincere answers will be appreciated. Please take the time to answer the questions thoughtfully and accurately.

Wolfgang Pindur, Ph.D.
Principal Evaluator

APPENDIX H

POLICE OFFICER JOB SATISFACTION AND ORGANIZATIONAL CLIMATE SURVEY

GENERAL BACKGROUND
(To Be Used Only For Statistical Summary)

A. What division are you currently in?

19.8 Investigative Division

75.5 Uniformed Division

1.7 Services Division

2.7 Other (please be specific) _____

B. What is your rank?

4.0 Captain, Major, Chief

4.0 Lieutenant

9.1 Sergeant

8.1 Master Police Officer assigned to Investigative Division

13.4 Master Police Officer assigned to Uniformed Division

8.1 Detective

52.7 Patrol Officer

C. In what precinct or bureau are you currently assigned?

21.1 First Precinct

19.8 Second Precinct

20.8 Third Precinct

38.0 Other (please be specific) _____

.0 Missing

The following questions are designed to obtain your opinion about many different aspects of police work. There are no right or wrong answers. Indicate how much you personally agree or disagree with each statement by circling the response which best represents how you feel about it.

1. This department is one of the best in the country.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
11.5	34.5	26.4	8.1	15.5	4.1

2. This department is open to suggestions for change.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
3.0	17.8	26.5	16.1	25.2	11.4

3. My immediate supervisor keeps pretty well informed about general problems in my area.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
15.4	50.3	14.8	7.0	9.7	2.7

4. My salary has a direct influence on the quality of work I do.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
10.5	17.6	20.3	13.2	27.4	11.1

5. I have no influence in deciding what changes are made in this department.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
23.8	29.2	20.5	13.8	9.7	3.0

6. Command keeps us in the dark about things we ought to know.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
17.8	31.2	20.5	11.1	12.8	2.7

7. Belonging to personal cliques or groups in the department gives you a better opportunity for advancement or a better job in the department.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
17.8	26.2	23.8	12.1	13.8	6.4

8. I would always like to remain in police work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
44.9	32.8	11.1	5.4	4.4	1.4

9. I am too bogged down with paper work to do an effective job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
12.1	18.2	31.6	13.5	22.9	1.7

10. My immediate supervisor is open to suggestions for change.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
16.4	47.3	15.8	7.0	7.0	6.4

11. I don't receive enough recognition from the department for my work.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
13.9	26.0	29.4	13.5	15.9	1.4

12A. I need new and/or better equipment to do my job effectively.

Yes	No (Go to question 13.)
63.4	36.6

12B. If you answered yes to question 12, please list the new or better equipment you need.

See Section VI of Final Report

13. The department offers me the chance to improve and develop my own special skills and abilities.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
4.0	20.9	24.9	20.5	21.5	8.1

14. I don't have a real sense of accomplishment in my job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
3.1	21.0	15.9	29.8	26.4	3.7

15. My immediate supervisor and I do not understand each other's problems.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
4.0	9.7	15.4	16.1	43.0	11.7

16. I feel like I am getting ahead in the department.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
2.4	16.2	24.3	19.3	24.3	13.5

17. My immediate supervisor is a good personnel manager.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
13.9	42.9	15.9	9.8	9.1	8.4

18. I don't have enough time to deal with criminal activities.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
10.0	20.5	24.8	20.0	19.3	1.4

19. Violations of policy and/or procedure are dealt with in a fair manner.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
3.7	24.8	15.1	18.5	21.1	16.8

20. I would decline an opportunity to change my present job for one of equal pay, security, and status.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
23.3	27.4	10.8	10.1	17.6	11.8

ANSWER THE FOLLOWING QUESTIONS BY PLACING A CHECK IN THE SPACE CORRESPONDING TO THE STATEMENT WHICH BEST DEMONSTRATES HOW YOU FEEL.

21. Which of these statements best tells how you feel about your job?

11.8 Very satisfied

44.4 Satisfied

25.3 Neither satisfied nor dissatisfied

15.2 Dissatisfied

3.4 Very dissatisfied

22. What is the rank of your immediate supervisor?

81.1 Sergeant 10.8 Lieutenant 4.4 Captain

1.7 Major 2.0 Chief

23A. Is there a breakdown of communication in your chain of command?

33.2 No (Go to question 24.)

66.8 Yes (If yes, answer the following question.)

23B. In your personal experience, where in your chain of command does communication break down the most?

10.3 Patrolman - Sergeant 16.4 Captain - Major

6.2 Sergeant - Lieutenant 9.9 Major - Chief

8.2 Lieutenant - Captain 33.9 Not applicable

15.1 Multiple Responses

23C. In my experience, communication breaks down:

6.6 when my immediate supervisor tries to communicate with me.

48.4 when I try to communicate with my immediate supervisor.

45.0 both when my immediate supervisor tries to communicate with me and when I try to communicate with my immediate supervisor.

23D. How do you think communication can be improved within the Virginia Beach Police Department?

See Section VI of Final Report

24. How familiar are you with ICAP?

22.0 Very familiar 66.2 Familiar 11.8 Not familiar

25. Generally speaking, what do you think is the effect of ICAP on the Virginia Beach Police Department?

Strongly Positive	Positive	Slightly Positive	Slightly Negative	Negative	Strongly Negative
8.4	31.1	33.2	12.2	10.5	0.3

26. What do you like best about the ICAP program?

See Section VI of Final Report

27. What do you like least about the ICAP program?

See Section VI of Final Report

THE FOLLOWING STATEMENTS AND RESPONSES ARE DESIGNED TO GET AN IDEA OF HOW YOU THINK THINGS HAVE CHANGED SINCE THE INTRODUCTION OF ICAP IN DECEMBER, 1978. CIRCLE THE RESPONSE WHICH BEST REPRESENTS HOW YOU FEEL ABOUT THAT PARTICULAR ASPECT OF YOUR JOB.

28.

A. Relations with immediate supervisor

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
18.1	23.3	46.7	4.9	4.5	2.4

B. Communications with other officers on your shift

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
27.9	24.4	40.8	2.1	1.4	3.5

C. Influence on department decisions

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
5.6	24.4	46.3	10.8	5.2	7.7

D. Relations with command

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
6.3	13.2	56.1	8.4	9.4	6.6

E. Satisfaction with work

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
7.6	31.9	38.2	12.8	7.3	2.1

F. Operation of dispatch system

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
2.1	13.2	47.0	19.5	11.1	7.0

G. Contacts with public

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
9.8	30.3	50.5	2.1	2.1	5.2

H. Understanding of the people in the community

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
7.0	25.9	58.7	2.1	1.4	4.9

I. General training provided

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
4.9	30.7	47.7	7.0	4.5	5.2

J. Specialized training provided

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
3.9	18.9	56.8	7.4	7.4	5.6

K. Communications with officers in other divisions

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
2.8	26.4	49.0	10.8	6.6	4.5

L. Use of crime data in everyday decision-making

Much Better	Somewhat Better	Remained Same	Somewhat Worse	Much Worse	Don't Know
16.0	51.4	22.9	2.1	2.1	5.6

29. THE FOLLOWING ITEMS ARE DESIGNED TO MEASURE YOUR SATISFACTION WITH YOUR JOB. THERE ARE NO RIGHT OR WRONG ANSWERS. IF THE WORD DESCRIBES YOUR JOB, PUT A "Y" (FOR "YES"). IF THE WORD DOES NOT DESCRIBE YOUR JOB, PUT AN "N" (FOR "NO"). IF YOU ARE UNDECIDED, PUT A "U".

Supervision

- | | |
|--------------------------------------|------------------------------------|
| <u>47.6</u> Asks my advice | <u>59.8</u> Tells me where I stand |
| <u>30.6</u> Hard to please | <u>20.9</u> Annoying |
| <u>14.7</u> Impolite | <u>34.7</u> Stubborn |
| <u>50.3</u> Praises good work | <u>68.4</u> Knows job well |
| <u>56.5</u> Tactful | <u>12.4</u> Bad |
| <u>54.3</u> Influential | <u>73.9</u> Intelligent |
| <u>66.7</u> Up-to-date | <u>77.7</u> Leaves me on my own |
| <u>20.9</u> Doesn't supervise enough | <u>74.6</u> Around when needed |
| <u>19.9</u> Quick-tempered | <u>10.3</u> Lazy |

Pay

- | | |
|---|---------------------------------|
| <u>21.9</u> Income adequate for normal expenses | <u>80.0</u> Less than I deserve |
| <u>73.2</u> Barely live on income | <u>2.1</u> Highly paid |
| <u>69.1</u> Bad | <u>86.3</u> Underpaid |
| <u>1.4</u> Income provides luxuries | <u>42.7</u> Insecure |

30. How would you compare uniform patrol duty with other assignments in the department?

CIRCLE THE APPROPRIATE NUMBERS TO INDICATE WHETHER PATROL IS MUCH BETTER, SOMEWHAT BETTER, THE SAME, SOMEWHAT WORSE, OR MUCH WORSE THAN THE OTHER ASSIGNMENTS.

	Much Better	Somewhat Better	Same	Somewhat Worse	Much Worse
a. Patrol image	1(11.4)	2(32.2)	3 (35.6)	4(13.8)	5 (6.9)
b. Supervision	1(14.6)	2(31.0)	3 (36.6)	4(11.8)	5 (5.9)
c. Recognition by the department	1 7.6)	2(13.5)	3 (46.5)	4(19.1)	5 (13.2)

31. What changes should the department make during the coming year?

See Section VI of Final Report

32. Have you previously completed a similar questionnaire administered during the Spring of 1979?

- 81.1 Yes 4.0 Don't know
14.8 No

33. During the past year the ICAP Steering Committee has passed on information to me regarding changes being considered Avg. 3.0 times.
(number)
Range = 0 - 30

34. During the past year I have approached a member of the ICAP Steering Committee about ICAP Avg. 3.0 times.
(number)
Range = 0 - 40

FOR UNIFORMED PATROL DIVISION OFFICERS ONLY

1. I am familiar with what constitutes a good preliminary investigation.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
24.2	48.8	19.3	6.8	0.5	0.5
2. How often do you conduct preliminary investigations?

Regularly	Sometimes	Never
39.2	43.6	17.2
3. Patrol officers should conduct more preliminary investigations.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
15.9	40.1	29.5	7.7	5.3	1.4
4. I feel qualified to conduct good follow-up investigations.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
17.9	32.9	26.1	16.4	4.8	1.9
5. How often do you conduct follow-up investigations?

Regularly	Sometimes	Never
10.3	54.4	35.3
6. Patrol officers should conduct more follow-up investigations.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
9.6	37.0	29.3	11.1	10.6	2.4
7. The Telephone Reporting Unit has reduced the amount of time I spend on routine calls for service.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
23.4	39.8	23.4	5.0	4.0	4.5
8. The information provided by Crime Analysis is useful to me in performing my job.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
22.7	48.3	21.7	1.9	3.4	1.9
9. Since the implementation of ICAP, patrol operations are better planned.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
10.4	25.9	35.8	12.4	9.4	6.0
10. I am familiar with how to do patrol plans.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
11.2	33.7	32.2	13.2	8.8	1.0

11. How often do you do planned patrol?

Regularly	Sometimes	Never
18.9	60.7	20.4
12. Patrol officers should do more planned patrol.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
14.5	49.0	27.5	5.5	2.0	1.5
13. How often do you give citizens crime prevention tips?

Regularly	Sometimes	Never
50.2	42.9	6.9
14. How often do you fill out field interview cards?

Regularly	Sometimes	Never
31.3	59.7	9.0
15. How often to you provide information to the crime prevention office?

Regularly	Sometimes	Never
24.9	61.2	13.9
16. During the past year the Equipment Study Committee has passed on information to me regarding changes being considered

Avg. 3.1 times.
(number of)
Range = 0 - 40
17. During the past year I have approached a member of the Equipment Study Committee regarding equipment needs or problems

Avg. 2.6 times.
(number of)
Range = 0 - 30

THANK YOU FOR YOUR TIME!

FOR CRIMINAL INVESTIGATIVE DIVISION OFFICERS ONLY

- Patrol officers are currently conducting good preliminary investigations.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|-----|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 1.9 | 19.2 | 40.4 | 17.3 | 13.5 | 7.7 |
2. Patrol officers should conduct more follow-up investigations.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 13.5 | 36.5 | 42.3 | 5.8 | --- | 1.9 |
3. Patrol officers are qualified to conduct good follow-up investigations.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|-----|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 5.7 | 15.1 | 32.1 | 22.6 | 15.1 | 9.4 |
4. Since the implementation of ICAP in 1978 the time I spend on routine cases has been reduced.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|-----|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 3.8 | 32.7 | 32.7 | 3.8 | 23.1 | 3.8 |
5. Since ICAP, relations between detectives and patrol have improved.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|-----|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 3.8 | 35.8 | 39.6 | 13.2 | 3.8 | 3.8 |
6. The information provided by Crime Analysis is useful to me in performing my job.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|-----|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 9.8 | 47.1 | 25.5 | 3.9 | 9.8 | 3.9 |
7. The command staff understands what I need to do my job effectively.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|-----|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 2.0 | 15.7 | 21.6 | 9.8 | 29.4 | 21.6 |
8. The ICAP program will lead to the transfer of investigators to the patrol division.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|------|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 11.3 | 26.4 | 22.6 | 17.0 | 18.9 | 3.8 |
9. Since ICAP, the quality of preliminary investigations conducted by patrol has been improved.
- | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------|-----|-------|----------------|-------------------|----------|-------------------|
| Strongly Agree | | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |
| | 1.9 | 34.6 | 42.3 | 9.6 | 7.7 | 3.8 |

THANK YOU FOR YOUR TIME!

END